

Final Report

A Survey of the Attitudes of Employers in Newfoundland and Labrador toward the Recruitment and Employment of New Canadians and International Workers

**A Report Prepared for
The Leslie Harris Centre of Regional Policy and Development
Memorial University**

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Executive Summary

This study was undertaken by Wade Locke Economic Consulting for The Leslie Harris Centre of Regional Policy and Development, Memorial University of Newfoundland. The purpose of this study is to provide an assessment of how receptive the Province is to immigration as a vehicle for addressing local labour market shortages, with particular emphasis on surveying the attitudes of local business toward hiring New Canadians and international workers.

The survey utilized in this study covered employers throughout the Province and was organized in terms of two samples. The first sample, a random telephone survey of Newfoundland and Labrador businesses contained in Statistics Canada's 2003 Business Registry, was undertaken between March 7, 2005 and March 22, 2005. Completed surveys were obtained from 401 firms and the overall refusal rate was 21%. This response rate provided a 95% Confidence Level with a margin of error of approximately 5%. In addition, a second survey was undertaken that focused on employers who were known to have employed international workers or New Canadians. The contact list for this group was provided by the steering committee and supplemented by the consultant. There were 70 business enterprises contacted from March 7, 2005 to March 30, 2005 and 17 completed responses were obtained.

Although the results of the survey are varied and detailed, an interesting story emerges when one looks for the overall themes in the data. The results of the surveys undertaken in this study and the associated analyses indicate that Newfoundland and Labrador firms have had some difficulty attracting skilled workers in the last five years and expect that there will be a more pronounced skilled labour shortage in Newfoundland and Labrador within the next 20 years.

While less than 10% of the firms in the random sample had employed New Canadians or international workers in the last five years and New Canadians and international workers make up less than 10% of the workforce in the firms that hire them, there may be good reasons for the lack of penetration of this group of workers into the Newfoundland and Labrador labour force. For instance, most firms in the random sample recruit predominantly from the local labour market and very few of the firms that did not hire New Canadians or international workers had even received an application from this group. In other words, local firms were not actively recruiting in those markets where New Canadians and international workers reside nor were potential employees from this group applying for jobs with local firms. Consequently, there is very little contact between the New Canadians and international workers who might want a job with a Newfoundland and Labrador business and local firms who may need the skills and experience that New Canadians and international workers have to offer. This lack of contact is compounded by the fact that, despite accepting that New Canadians and international workers have a good work ethic, the businesses surveyed did not see a labour cost advantage to hiring New Canadians and international workers in that they were neither perceived to be more productive than local workers nor was it expected that New Canadians and international workers would accept a job for lower pay than local

workers. Furthermore, local businesses indicated that recruitment and training costs would be higher with New Canadians and international workers than for local workers, especially as it relates to language barriers. In addition, the perceived disincentive effects associated with hiring New Canadians and international workers was exacerbated by the belief that New Canadians and international workers will only stay in the local labour market for a short period of time before moving on to bigger centers. Hence, while local firms have experienced shortage of skilled workers, the economic argument for hiring New Canadians and international workers is not as compelling as it might appear to be on the surface. Local firms appear to believe that there is no difference in productivity or wages associated with hiring New Canadians and international workers to meet the firms' skill shortages and that there may be extra training and recruitment costs that the firm may not be able to recoup because this group of workers may not stay in Newfoundland and Labrador very long.

Other findings from the survey are worth highlighting: (1) the overwhelming majority of firms (97%) who hired New Canadians and international workers reported that their experience with these workers was positive; (2) approximately 35% of the negative responses that were received from firms that had not hired New Canadians and international workers in the last five years related to concerns local labour should be hired before workers from elsewhere are hired. This last result is somewhat surprising because it did not show up as a major challenge for integrating new Canadians and international workers into the workforce. However, these findings are not necessarily inconsistent given that New Canadians and international workers may be hired to fill shortages that cannot be satisfied from the local labour pool. Although everything else the same, Newfoundland and Labrador businesses may prefer to hire from the local labour market. Yet, when faced with shortages of Newfoundland and Labrador workers with the requisite skills and experiences, local firms fill the skill gap with qualified New Canadians and international workers; (3) local business would hire New Canadians and international workers if there were incentives in place, presumably sufficient to overcome the additional training and recruitment costs noted by respondents; and (4) most businesses surveyed were not aware of current programs in place designed to improve the ability of New Canadians to integrate into the local labour market and argued that all levels of government have a stronger role to play, especially in terms of language training.

Turning now to the more detailed findings, one observes that the largest group of survey respondents came from Zone 19, which was very similar to the proportion of firms from the Business Registry found in Zone 19. Most of the firms have been operating for more than 10 years, have less than 10 employees and have most of their sales oriented toward the local market. As well, most of the firms were experiencing growth in sales and employment and were expecting that to continue into the future.

Approximately 30% of the firms have experienced difficulties with hiring skilled workers, while the same problem was not encountered with semi-skilled or unskilled workers. Only 17% of the firms had hired outside of the province in the last five years and 8% had hired internationally. Furthermore, for those hiring New Canadians and

international workers, very few firms had more than 10% of their workforce from this group. Interestingly, 97% of firms that hired New Canadians and international workers had a positive experience with them.

In terms of dealing with future labour needs, only 20% of respondent indicated that they had planned to hire new Canadians and international workers. Also, while only 21% of firms have an explicit Human Resource Strategy, nearly 80% of firms support cultural diversity as an employment strategy. In addition, almost none of the firms offer language training and very few of the respondents would be willing to offer or pay for language training, but nearly 80% of the sample indicated that they would be willing to hire New Canadians and international workers if there were sufficient incentives in place.

Nearly three-quarters of the respondents agreed that a multicultural workforce enhances creativity in the workplace and that hiring New Canadians and international workers improved export opportunities. The majority of the respondents did not feel that the New Canadians and international workers were taking jobs away from Newfoundlanders and Labradorians and suggested that it would be too difficult and expensive to recruit nationally or internationally. However, when firms that did not hire New Canadians or international workers were considered separately, it is clear that 35% of the negative comments received raised concerns that New Canadians and international workers would be taking jobs away from local people.

The sample was more or less evenly split on whether it was difficult to assess the qualifications and training of New Canadians and international workers and whether Canadian experience was required before New Canadians and international workers could be hired. Interestingly, the majority of the respondents agreed that Newfoundland and Labrador would be facing a shortage of skilled workers in the next 20 years.

The overwhelming majority of respondents did not feel that New Canadians and international workers were more productive than local workers, but the majority did consider that the group had a good work ethic and would not be willing to work for less pay than local workers. However, the majority of respondents indicated that the New Canadians and international workers would probably leave for another part of the country in a short period of time.

The survey respondents identified a number of challenges that they face in integrating New Canadians and international workers into the workforce. Difficulties associated with language difference and additional training costs were identified as the most important challenges. Other relatively important concerns were cultural differences, tensions in the workplace and unfamiliarity with Canadian business and work practices.

Based on the statistical analysis of the cross tabulations and chi-squared tests undertaken, there is a pattern in the responses of those firms who hire New Canadians. Coming out of the statistical analysis, we find that :

- firms that hire New Canadians and international workers are more optimistic about sales and employment and are more likely to have reported growing sales and employment in previous five years;
- firms that hire New Canadians and international workers were more likely to have problems attracting skilled workers;
- firms that hire New Canadians and international workers are more likely to have hired workers from other provinces; and
- firms that hire New Canadians and international workers are more likely to plan to: upgrade skills, increase employee retention, hire more workers from other provinces, hire more international workers, and attract workers from other firms, and are more likely to have an explicit Human Resource Strategy.

In addition, the statistical analysis demonstrated that both groups agree that:

- a multicultural workforce enhances creativity in the workplace;
- that having employees from other countries can improve export opportunities;
- it is too difficult and expensive to recruit workers outside of Canada;
- Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years;
- New Canadians and international workers have a good work ethic; and
- New Canadians and international workers will leave for another part of the country within a short period of time.

As well, neither group felt that that New Canadians and international workers take jobs away from Newfoundlanders and Labradorians. In addition, there is no statistical difference in behavior between those firms that hire New Canadians and international workers and those firms that do not with respect to assessing the qualifications and training of New Canadians and international workers. However, if you combine the responses into agree/disagree, 59% of the firms that hire New Canadians disagree and 62% of the firms that do not hire New Canadians agree that assessing the qualifications and training of New Canadians and international workers may be difficult.

In addition, the statistical analysis indicated that:

- there was disagreement with respect to the difficulty and expense of recruiting workers from outside of the province - 72 % of the firms that do not hire New Canadians agree compared to 48% of the firms that hire New Canadians and international workers;
- firms that hire New Canadians are more likely to disagree with the statement that Canadians and international workers will work for less pay than local workers, while firms that do not hire New Canadians are split;
- both groups felt that language differences make it difficult to communicate;
- both groups agreed that neither the statement “Cultural differences create confusion in the workplace” or “Hiring New Canadians and international workers will generate tensions within our workforce” were important;
- both groups felt that the statement “Hiring New Canadians and international workers will make it difficult to sell our own products locally” was not important;

- there was a difference of opinion when asked to respond to the statement “Hiring New Canadians and international workers will require incurring additional training costs” - 66% of the firms that hire New Canadians and international workers did not think it was important, whereas only 31% of the firms that do not hire New Canadians and international workers did not think it was important;
- both groups felt that neither the statement “New Canadians and international workers have difficulty working in a team environment” nor “New Canadians and international workers have unreliable credentials” were important;
- both groups suggested that the statement “New Canadians and international workers are unfamiliar with Canadian business and work practices” was important (57%);
- both groups reported that they do not have language training for employees from other countries (97% responded no);
- both groups do not support in-house language training - 70% who hire New Canadians and 80% of the firms that do not hire New Canadians;
- both groups are not supportive of the idea of paying for off-site language training - 76% who hire New Canadians and 83% of the firms that do not hire New Canadians.
- both groups would be willing to hire New Canadians and international workers if there were incentives - 93% who hire New Canadians and international workers and 83% of the firms that do not hire New Canadians;
- both groups were not aware of government programs that assist New Canadians integrate into the local labour force - 87% of all firms recorded a lack of awareness with respect to government programs;
- both groups indicated positive support for government programs and language training programs - 83% are firms that hire New Canadians and 73% are firms that do not hire New Canadians;
- both groups indicated positive support for Government Programs that promote cultural understanding; and
- both groups indicated positive support for government programs that would create new services to enhance credential recognition services for New Canadians - 81% are firms that hire New Canadians and 71% are firms that do not.

The regression analysis demonstrates that firms:

1. that have hired workers from other provinces are 21 times more likely to hire New Canadians and international workers than those firms that have not hired out-of-province workers;
2. that are planning to upgrade the skills of their current employees are 8.2 times more likely to hire New Canadians and international workers than those firms that do not plan to upgrade the skills of their current employees;
3. that have had difficulty attracting skilled workers are 6.8 times more likely to hire New Canadians and international workers than those firms that have not had these difficulties;

4. that are planning to employ more New Canadians and international workers are 5.1 times more likely to have hired New Canadians and international workers than those firms who are not planning to employ more from this group;
5. that are aware of other companies having difficulty attracting skilled workers are 4.8 times more likely to hire New Canadians and international workers than those firms who are unaware of other companies having difficulty attracting skilled workers.
6. that are planning to implement measures to increase employee retention are 4.7 times more likely to hire New Canadians and international workers than those firms who are not planning to implement these measures;
7. that are planning to relocate work to fulfill their needs are 4.4 times more likely to hire New Canadians and international workers than those firms who are not considering relocating work;
8. that are planning to attract workers from other firms and organizations are 4.1 times more likely to hire New Canadians and international workers than those firms who are not planning to attract workers from other firms and organizations;
9. that are planning to employ more workers from other provinces are 3.8 times more likely to hire New Canadians and international workers than those firms who are not planning to employ more workers from other provinces;
10. that have an explicit Human Resource Strategy are 3.5 times more likely to hire New Canadians and international workers than those firms who do not have such a strategy;
11. that have employment officers with a university degree are 3.3 times more likely to hire New Canadians and international workers than those that have Human Resource personnel with a lower level of educational attainment; and
12. that have sales that are oriented more toward the export market are more likely to hire New Canadians and international workers. For example, relative to firms which sell 100% of their products and services in the local market, firms with sales between 1-25% local are 14.5 times more likely to hire New Canadians and international workers, while firms with sales between 26-50% local are 9.1 times more likely to hire New Canadians and international workers. As well, firms with sales between 76-99% local are 3.7 times more likely to hire New Canadians and international workers and firms with sales that are 100% local export-oriented are 4.6 times more likely to hire New Canadians and international workers.

1. Introduction

The Leslie Harris Centre of Regional Policy and Development, Memorial University of Newfoundland (Harris Centre) was contracted by the Government of Newfoundland and Labrador to investigate the attitudes of local businesses toward the employment of international workers and New Canadians. The Harris Centre, in turn, arranged with Wade Locke Economic Consulting to undertake this study on their behalf. The purpose of this study is to provide an assessment of how receptive the Province is to immigration as a vehicle for addressing local labour market shortages.

Including the Introduction, this report has eight sections. The survey is described in the next section. Section 3 presents and discusses the frequencies associated with the random survey, while the regression results are considered in Section 4. The findings of the key informant survey are given in Section 5 and Section 6 compares the results of the random survey and the key informant survey. Section 7 breaks out select results from the random survey by firms from St. John's and the rest of the province. The conclusion is contained in Section 8. In addition, seven appendices have been attached to this report. Appendix A and B contain the random and key informant survey, respectively. The frequency tables for the random survey are presented in Appendix C, while Appendix D displays the cross tabulations and provides a discussion of the associated statistical analyses that were performed on the random survey responses. A technical explanation of the statistical testing utilized in this report is provided in Appendix E. The frequency tables for the key informant survey are presented in Appendix F. Appendix G contains the cross tabulations comparing firms that hire New Canadians across the two samples. Finally, Appendix H has a series of cross tabulations that isolate St. John's from the rest of the province.

2. Survey Description

The survey covered employers throughout the Province and was organized in terms of two samples. The first sample, a random telephone survey of Newfoundland and Labrador businesses, was undertaken between March 7, 2005 and March 22, 2005. A copy of the survey questions is attached as Appendix A. The telephone survey, administered by the Newfoundland and Labrador Statistics Agency, Government of Newfoundland and Labrador on behalf of Wade Locke Economic Consulting, consisted of a random sample drawn from Statistics Canada's 2003 business registry for the province of Newfoundland and Labrador. The business registry provided contact information on 17,200 firms. The relevant parameters of this population from which the sample was drawn are described in Table 1 below. Completed surveys were obtained from 401 firms and the overall refusal rate was 21%. This response rate provided a 95% Confidence Level with a margin of error of approximately 5%. In addition, a second survey was undertaken that focused on employers who were known to have employed foreign workers or New Canadians. The contact list for this group was provided by the steering committee and supplemented by the consultant. There were 70 business enterprises contacted from March 7, 2005 to March 30, 2005 and 17 completed responses obtained.

Table 1: Number of Businesses by North American Industrial Classification System (NAICS) Code and Employment Size, Newfoundland and Labrador, December 2003

NAICS Industry Code	Number of Employees								Total	Share of Total
	1 to 4	5 to 9	10 to 19	20 to 49	50 to 99	100 to 199	200 to 499	500 +		
Agriculture, Forestry, Fishing and Hunting	463	77	45	33	11	6	1	0	636	3.7%
Mining and Oil and Gas Extraction	28	12	7	8	7	4	3	3	72	0.4%
Utilities	8	1	0	1	0	0	2	2	14	0.1%
Construction	1,251	286	177	95	42	13	1	0	1,865	10.8%
Manufacturing	323	109	72	76	39	26	33	10	688	4.0%
Wholesale Trade	419	155	120	71	25	8	1	0	799	4.6%
Retail Trade	1,420	694	366	223	68	34	10	1	2,816	16.4%
Transportation and Warehousing	581	106	63	47	20	10	4	2	833	4.8%
Information and Cultural Industries	93	22	13	26	5	4	3	2	168	1.0%
Finance and Insurance	175	120	35	88	4	2	4	2	430	2.5%
Real Estate and Rental Leasing	345	83	48	34	11	1	1	1	524	3.0%
Professional, Scientific and Technical Services	617	126	81	53	25	9	2	0	913	5.3%
Management of Companies and Enterprises	104	21	8	11	2	0	0	0	146	0.8%
Admin. & Support, Waste Man. and Remediation Services	385	109	61	49	19	9	3	0	635	3.7%
Educational Services	93	21	23	20	9	5	2	11	184	1.1%
Health Care and Social Assistance	1,758	366	125	74	29	23	9	10	2,394	13.9%
Arts, Entertainment and Recreation	273	55	43	28	4	1	0	0	404	2.3%
Accommodation and Food Services	721	301	217	150	34	8	3	0	1,434	8.3%
Other Services (Except Public Admin.)	1,248	279	154	69	16	8	1	1	1,776	10.3%
Public Administration	237	92	37	33	19	16	13	14	461	2.7%
Total	10,542	3,035	1,695	1,189	389	187	96	59	17,192	100.0%
Share of Total	61.3%	17.7%	9.9%	6.9%	2.3%	1.1%	0.6%	0.3%	100.0%	

Source: Statistics Canada, Business Register 2003, with author's calculations for shares.

3. Results of the Random Sample Survey

Figure 1, Table 2 and Appendix Table C1 illustrate that a large number of the survey respondents were located in Zone 19 and within St. John's, in particular. This is not surprising since 37% of the firms in the Business Registry operate in Zone 19, which is consistent with 33.7% of the sample being drawn from that area. The geographic distribution of the firms in the random sample is reasonably representative of the distribution of firms recorded in the 2003 Business Registry.

Figure 1: Distribution of Firms from the Random Sample by Location (communities with five or more respondents)

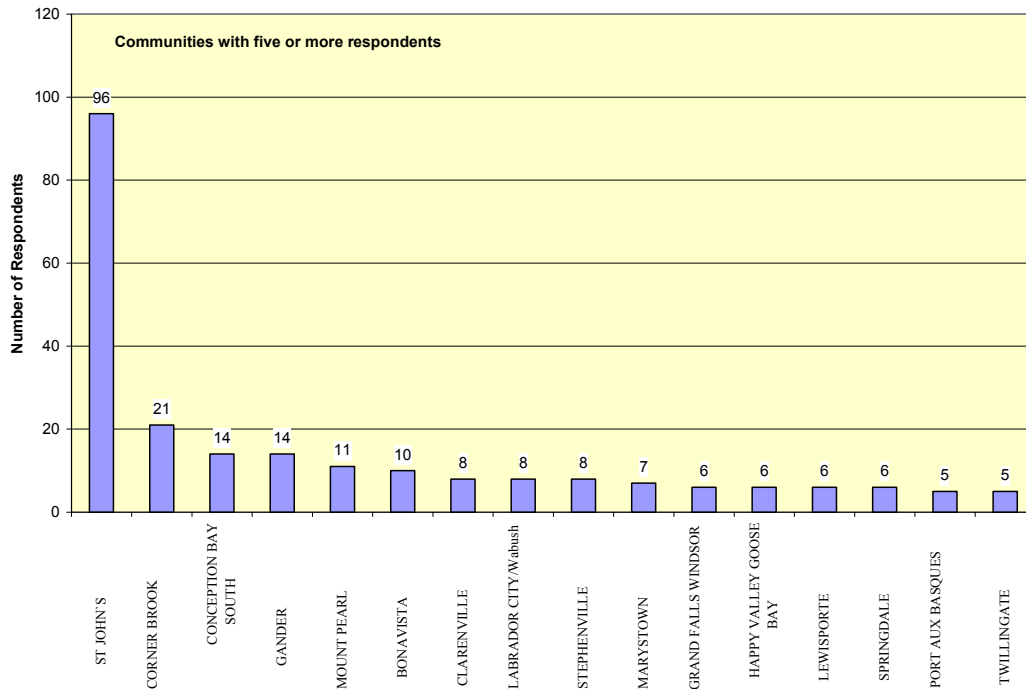


Table 2: Businesses by Zone – 2003 Business Registry and Random Sample

	Business Registry		Random Sample			Business Registry		Random Sample	
Zone	N	%	N	%	Zone	N	%	N	%
1	70	0.40%	2	0.50%	11	560	3.30%	17	4.20%
2	320	1.90%	8	2.00%	12	844	5.00%	16	4.00%
3	333	2.00%	6	1.50%	13	235	1.40%	5	1.20%
4	90	0.50%			14	1,686	9.90%	42	10.50%
5	111	0.70%	4	1.00%	15	918	5.40%	39	9.70%
6	351	2.10%	10	2.50%	16	646	3.80%	15	3.70%
7	457	2.70%	11	2.70%	17	1,199	7.10%	33	8.20%
8	1,439	8.50%	23	5.70%	18	240	1.40%	3	0.70%
9	597	3.50%	20	5.00%	19	6,296	37.00%	135	33.70%
10	311	1.80%	7	1.70%	20	295	1.70%	5	1.20%

Most of the firms participating in this survey have been operating a business for an extended period of time. By way of illustration, Figure 2 and Appendix Table C2 show that only 11% of the businesses have been in operation for less than five years, while nearly 43% of the firms have been conducting business in Newfoundland and Labrador for more than 20 years.

Figure 2: Distribution of Firms from the Random Sample by Years of Operation

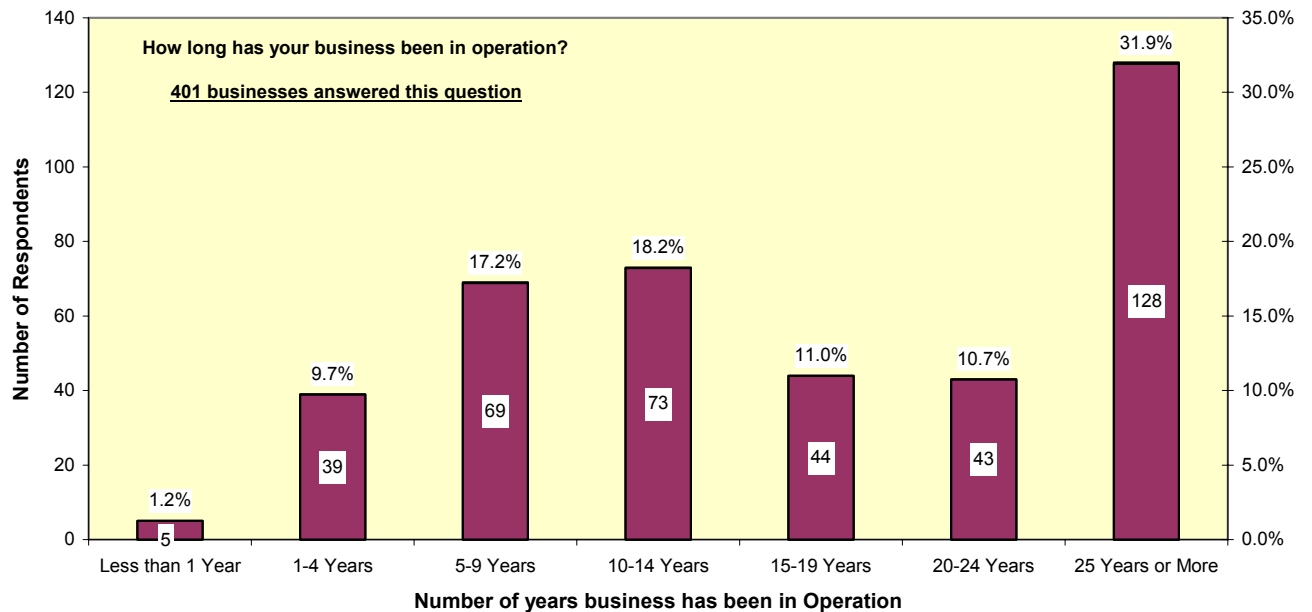
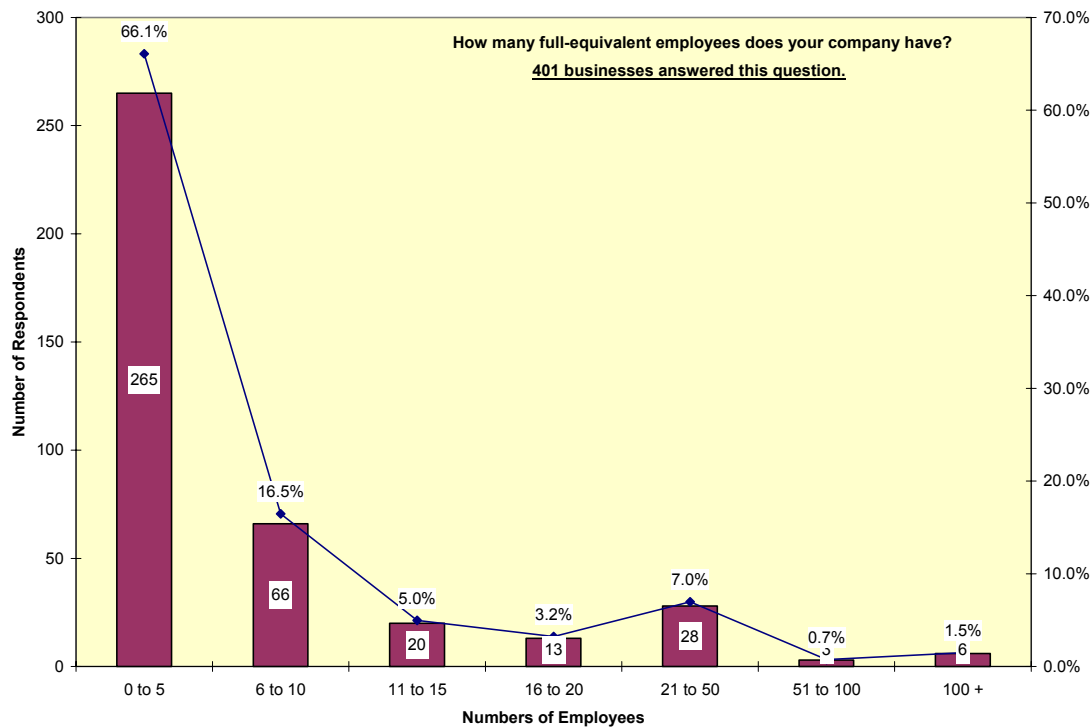


Figure 3 and Appendix Table C3 portray the distribution of respondents by number of their employees. The overwhelming majority of businesses (83%) had 10 employees or less. While small firms dominate the sample, this is representative of the distribution of firms in the 2003 Business Registry from which the random sample was drawn. This is clearly illustrated by the fact that 66.1% of the firms in the sample had five or less employees, while 61.3% of the firms recorded in the Business Registry had less than five employees. Similarly, 16.5% of the sample consisted of firms with between 6 and 10 employees and the Business Registry recorded 17.7% of businesses in Newfoundland and Labrador with between 5 and 9 employees. As well, firms with 11-20 employees represented 8.2% of the respondents; those with more than 100 employees represented 1.5% of the respondents; and the other 7.7% of sample had between 21 and 100 employees. The corresponding shares for the Business Registry were 9.9%, 2.0% and 9.2%, respectively.

Obviously, in terms of the distribution on respondents by the size of the firm, as measured by the number of employees, the random sample appears to be reasonably representative of the Business Registry, the population from which the sample was drawn.

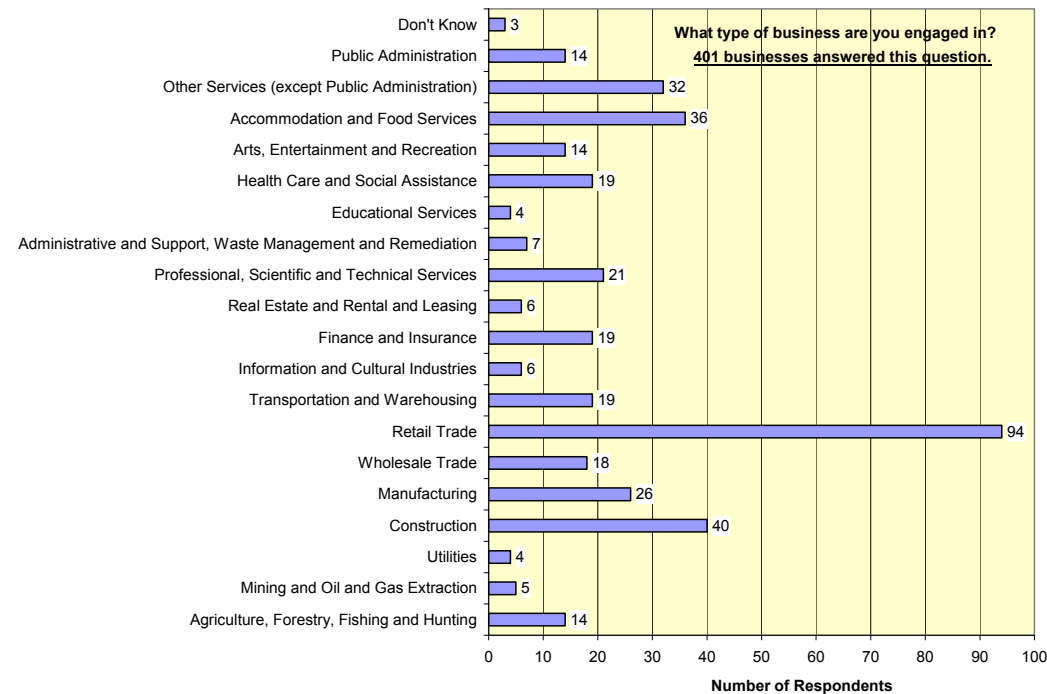
Figure 3: Distribution of Firms from the Random Sample by Number of Employees



The distribution of respondents from the random survey by type of business is provided in Figure 4 and Appendix Table C4. The distribution of firms in the sample by type is reasonably comparable to the distribution of firms by sector reported for the Business Registry (see Table 1), but they are not identical. Specifically, the construction industry accounted for 10.6% of the sample and 10.8% of firms of the Business Registry; the accommodations and food services industry represented 9.0% of the sample and 8.3% of the Business Registry; 3.5% of the sample and 3.7% of the Business Registry came from agriculture, forestry, fishing and hunting; the transportation and warehousing sector comprised 4.7% of the sample and 4.8% of the Business Registry; and 5.2% of the sample and 5.3% of the Business Registry consisted of firms engaged in providing professional, scientific and technical services. However, the sample was less representative of the Business Registry for the following sectors:

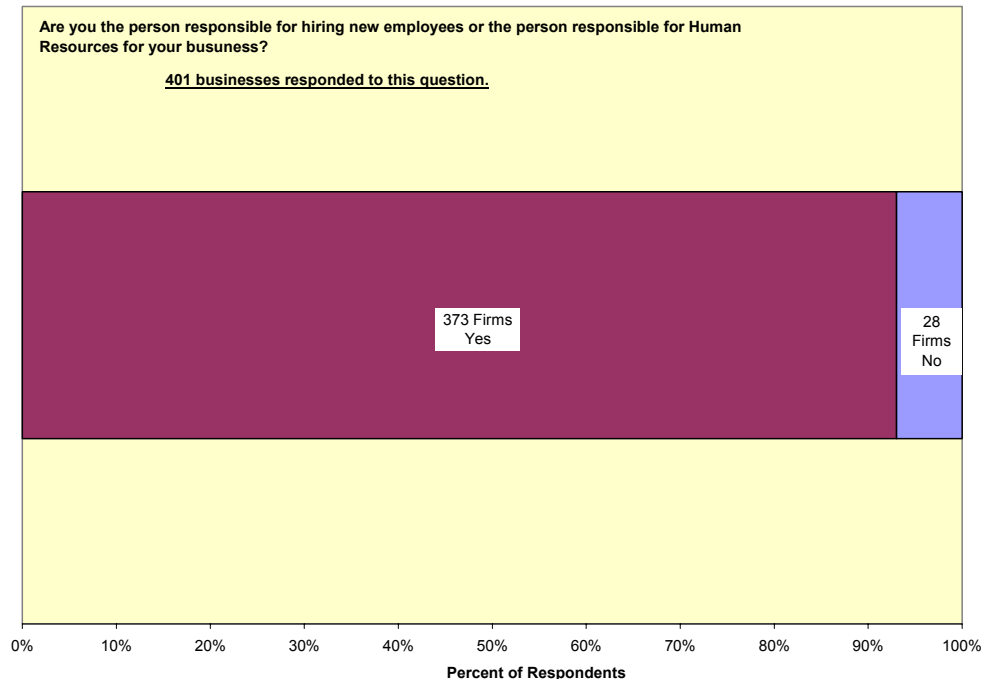
- retail trade – firms from this sector comprised 23.4% of the sample but represented only 16.4% of the firms in the Business Registry; and
- health care and social assistance – only 4.7% of the sample came from this sector whereas 13.9% of the firms in the Business Registry were accounted for by this sector.

Figure 4: Distribution of Firms from the Random Sample by Type of Business



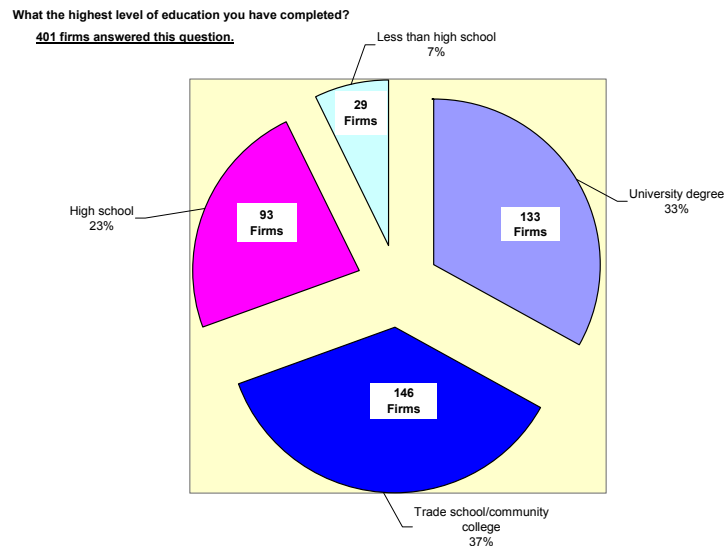
As indicated in Figure 5 and Appendix Table C5, 93% of the respondents completing the survey reported that they were the individuals who were responsible for hiring or in charge of Human Resources within their company.

Figure 5: Distribution of Firms from the Random Sample by Whether the Survey Respondent was Responsible for Hiring or Human Resources



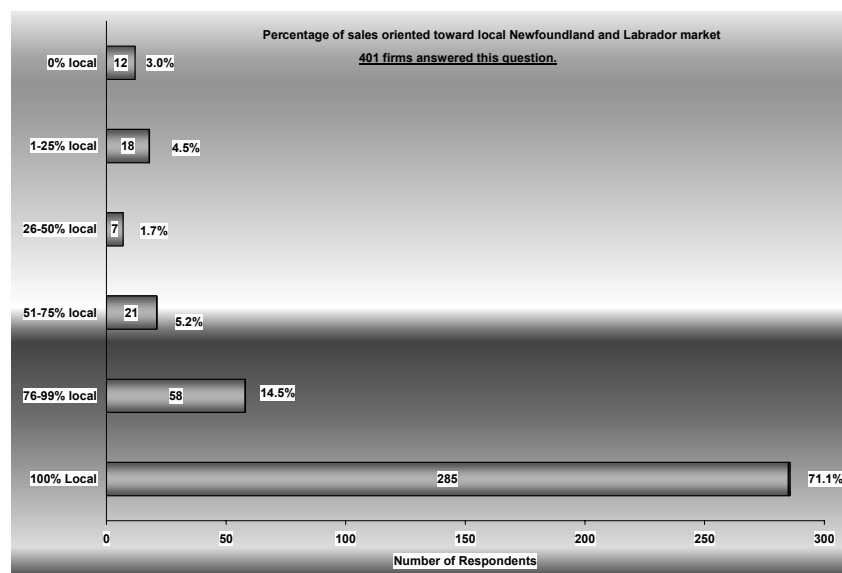
Approximately one-third of the respondents had a university degree, see Figure 6 and Appendix Table C6. The largest group of respondents suggested that they had attained trade school or community college. Only 7% of the respondents had less than a high school education and 23% of the respondents had less than a high school education and 23% of the sample listed high school as their highest level of education.

Figure 6: Distribution of Firms from the Random Sample by Education Level of Respondent



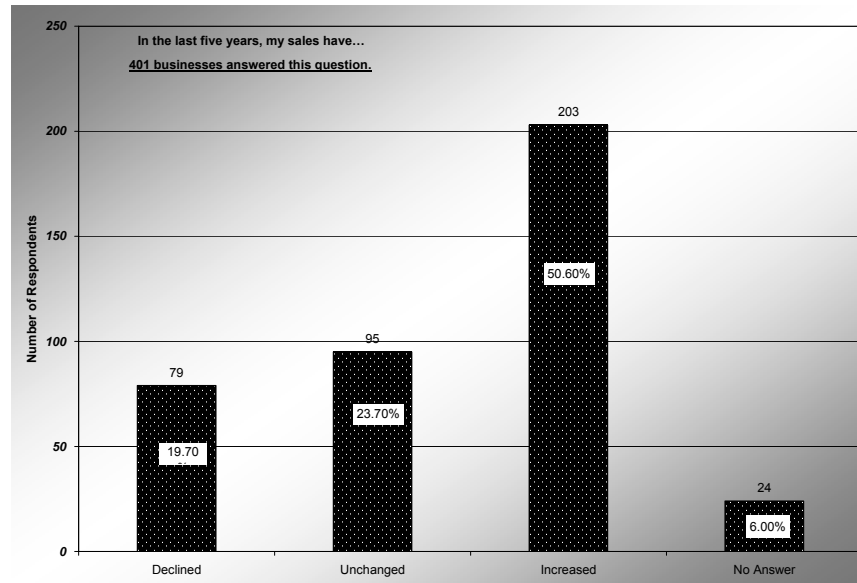
As shown in Figure 7 and Appendix Table C7, in excess of 70% of the firms were oriented solely toward the domestic market, selling 100% of their output locally. Less than 10% of the firms in the survey had more than 50% of their sales were geared toward the export market.

Figure 7: Distribution of Firms from the Random Sample by Percentage of Sales that is Oriented Toward the Local Newfoundland and Labrador Market



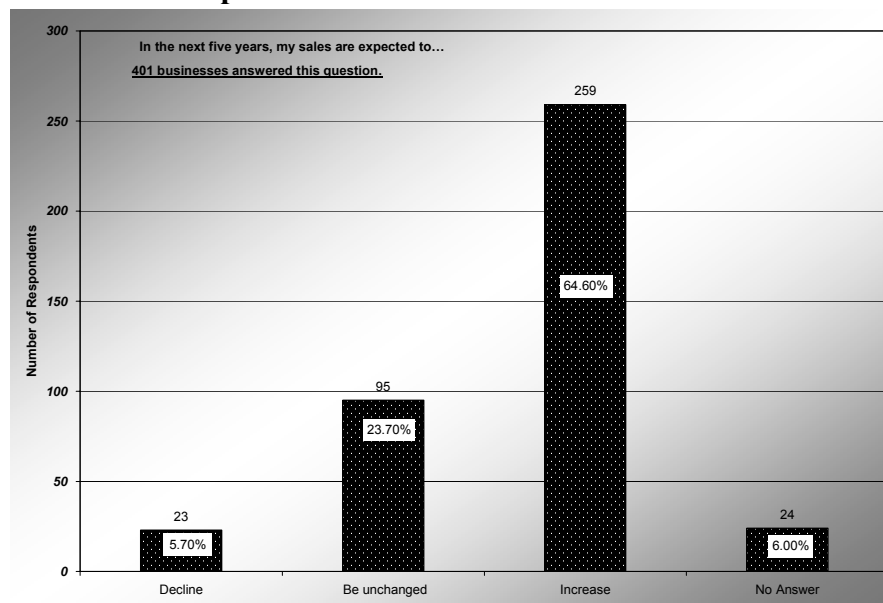
More than 50% of firms were growing. Specifically, as indicated in Figure 8 and Appendix Table C8, 51% of firms recorded an increase in sales in the last 5 year, 20% reported that sales declined and for 24% of the firms, sales to remain unchanged during this period.

Figure 8: Distribution of Firms from the Random Sample by Whether Their Sales have Increased in the Last Five Years



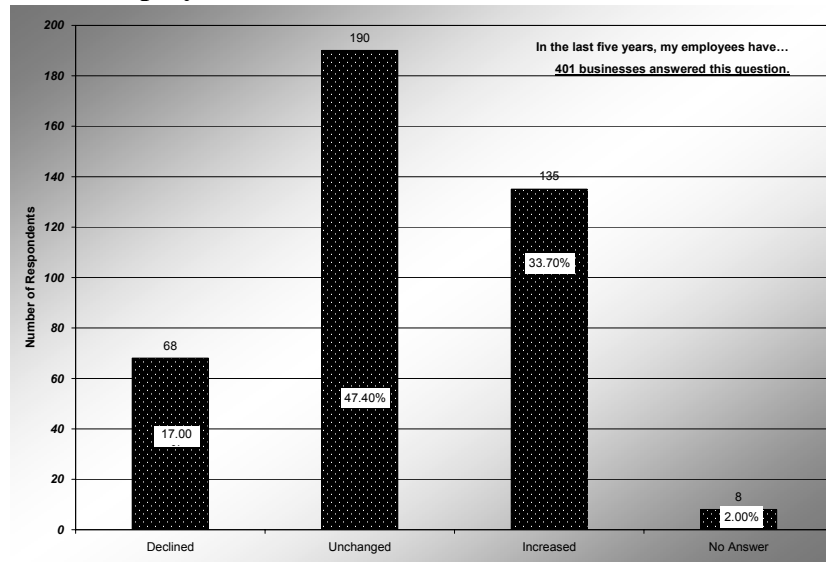
Nearly two-thirds of firms, as shown in Figure 9 and Appendix Table C9, are optimistic about the future, expecting sales to grow in the next five years, while only 6% feel that their sales will decline and 24% of respondents did not anticipate any change in their sales in the next five years.

Figure 9: Distribution of Firms from the Random Sample by Whether Their Sales are Expected to Increase in the Next Five Years



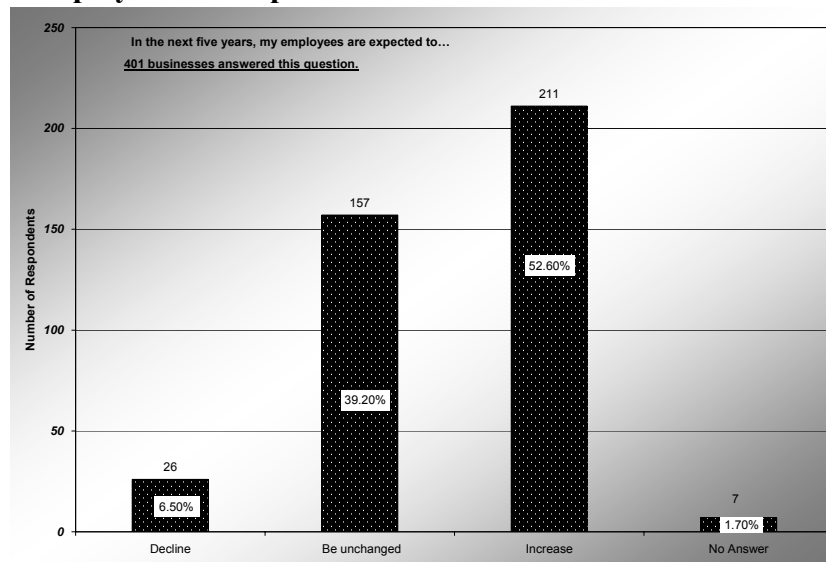
From Figure 10 and Appendix Table C10, one observes that approximately one-third of businesses in the sample increased the number of people that they have hired in the last five years. Almost half of the firms (47.4%) did not change their employment levels over this time period and 17% reported a drop in employment.

Figure 10: Distribution of Firms from the Random Sample by Whether Their Employees have Increased in the Last Five Years



The majority of firms (52.6%), as illustrated in Figure 11 and Appendix Table C11, were optimistic about the future in that they were expecting to increase their employment levels in the next five years. Only 6.5% of respondents felt that their employment levels would decline, while nearly 40% thought that their employment levels would remain unchanged in the next five years.

Figure 11: Distribution of Firms from the Random Sample by Whether Their Employees are Expected to Increase in the Next Five Years



From Figure 12 and Appendix Tables C12, C14 and C16, more firms had difficulty attracting skilled employees than reported that they had trouble finding semi-skilled or unskilled employees. For example, 30.2% of firms report having experienced trouble employing skilled workers, whereas only 12.5% and 10.7% of firms had difficulty hiring semi-skilled unskilled workers, respectively.

Appendix Tables C13, C15 and C17 provide the reasons offered by the respondents for their difficulty in hiring skilled, semi-skilled and unskilled workers. The reasons suggested for the difficulty in attracting skilled labour can be classified as follows:

- 58 firms indicated that there was a shortage of the specific skills in the local labour market that they required;
- 23 firms suggested that out-migration of skilled workers explained their difficulty in attracting skilled workers;
- 14 firms felt that their inability to offer wages that were competitive with other areas accounted for their difficulty in hiring skilled workers;
- 8 firms blamed their difficulties on employing skilled workers on the local work ethic or reduced desire of the local labourers to work;
- 6 firms highlight their remote location as a possible explanation for being unable to hiring skilled worker in the business; and
- 12 firms offered other types of explanations such as their inability to offer job security or full-time work.

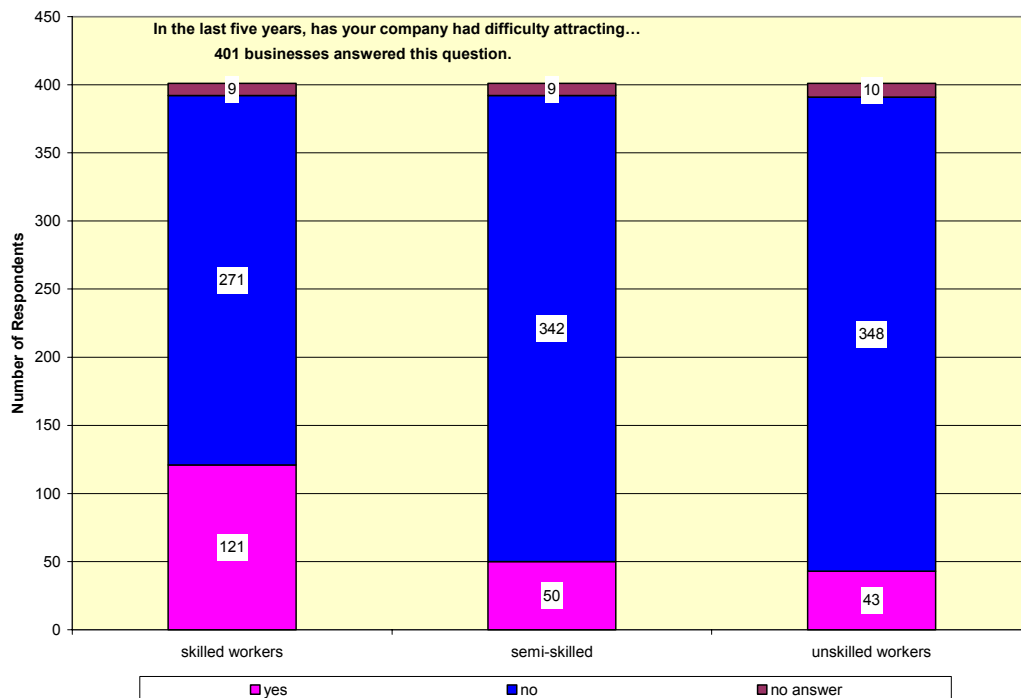
For the firms that had difficulty attracting semi-skilled workers, the following were the most prominent reasons given:

- 9 firms highlighted shortage of the required skills;
- 8 firms blamed out-migration for their difficulties;
- 8 firms cited their inability to pay higher wages;
- 6 firms suggested that work ethic or reduced desire to work in the face of income support program explained their difficulty in attracting semi-skilled workers; and
- 3 firms noted that being unable to offer full-time work accounted for their inability to hire semi-skilled workers.

The reasons offered for being unable to hired unskilled workers were:

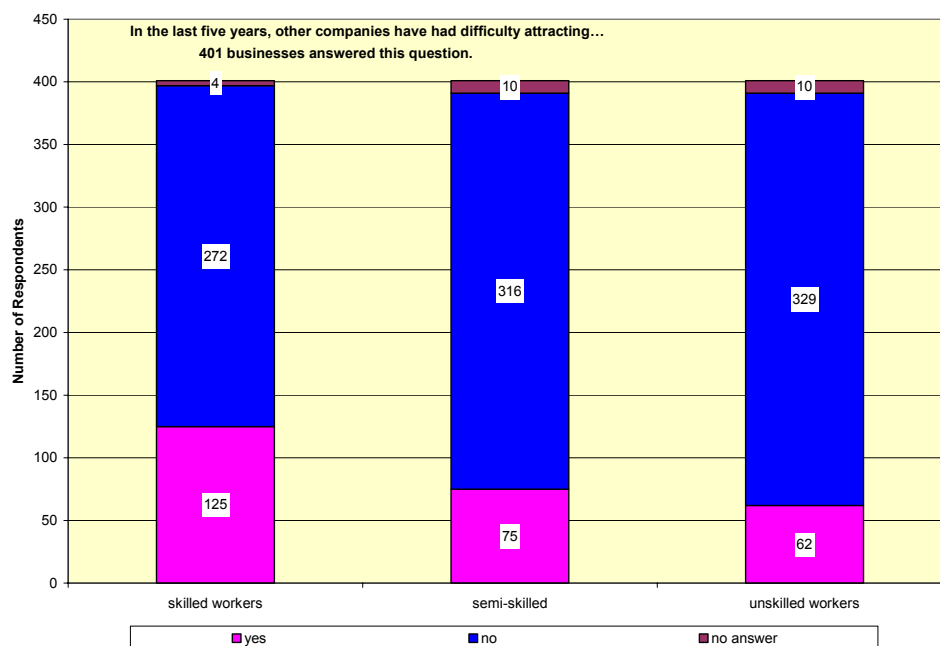
- 11 firms cited work ethics or the reduced desire to work in the presence of income support programs;
- 9 firms referred to the low wages levels that they could pay as an explanation;
- 5 firms noted out-migration as a possible reason;
- 4 firms suggest lack of available workers;
- 2 firms noted that they could only offer part time work; and
- 2 other firms needed shift workers which was unattractive to local workers.

Figure 12: Distribution of Firms from the Random Sample by Whether the Business had Difficulty Hiring Skilled, Semi-Skilled and Unskilled Workers in the Last Five Years



Similar patterns were reported by respondents when they were asked whether they were aware of other companies or organizations that had difficulty hiring labour in the last five years. The results provided in Figure 13 and Appendix Tables C18, C19 and C20 show that 31.2% of respondents knew of other firms having difficulty hiring skilled workers. This is almost identical to the proportion of firms (30.2%) that reported that their own firm had difficulty hiring skilled workers. This indicates that the problem is perceived to be more widespread than being confined to the firms surveyed. Only 18.7% and 15.5% of respondents reported that they were aware of other businesses having difficulty hiring semi-skilled or unskilled workers in the last five years. These results are consistent with the view that labour shortages are more pressing in specific skilled labour categories, rather than being manifested as a general labour shortage.

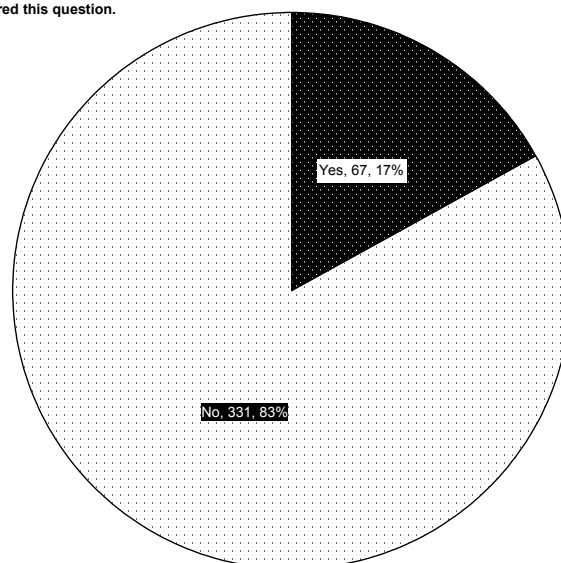
Figure 13: Distribution of Firms from the Random Sample by Whether the Business was Aware that Other Companies or Organizations had Difficulty Hiring Skilled, Semi-Skilled and Unskilled Workers in the Last Five Years



Only 17% of firms indicated that they had hired workers from other provinces in the last five years. This information is contained in Figure 14 and Appendix Table C21.

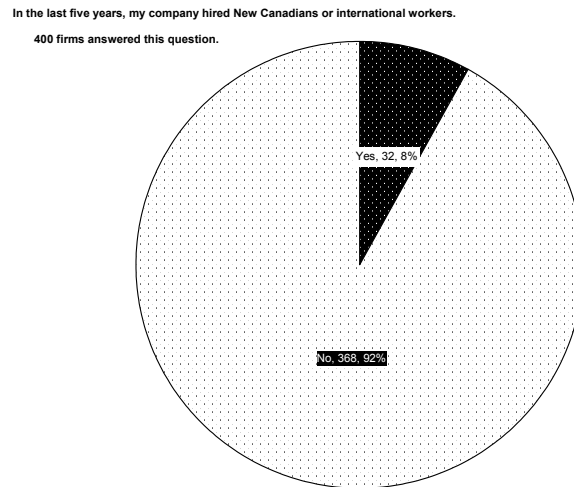
Figure 14: Distribution of Firms from the Random Sample by Whether the Business Hired Workers from Other Provinces in the Last Five Years

In the last five years, my company hired workers from other provinces.
398 firms answered this question.



As illustrated in Figure 15 and Appendix Table C22, only 8% of the sample or 32 firms hired New Canadians or international workers in the last five years. Obviously, the use of New Canadians and international workers by Newfoundland and Labrador firms has not kept up with the perceived shortage of skilled labour, which was reported by approximately 30% of firms in the survey.

Figure 15: Distribution of Firms from the Random Sample by Whether the Business Hired New Canadians or International Workers in the Last Five Years



Even for those firms that hired New Canadians or international workers, these workers represent a small share of the businesses workforce. As demonstrated in Figure 16 and Appendix Table C23, for 77.4% (or 24) of those firms that hired New Canadians or international workers, this group of employees made up less than 10% of their workforce. However, for 5 firms, New Canadians and international workers made up more than 20% of their workforce.

Figure 16: Distribution of Firms from the Random Sample that Hired New Canadians or International Workers in the Last Five Years by Percentage of Workforce that is Composed of this Group

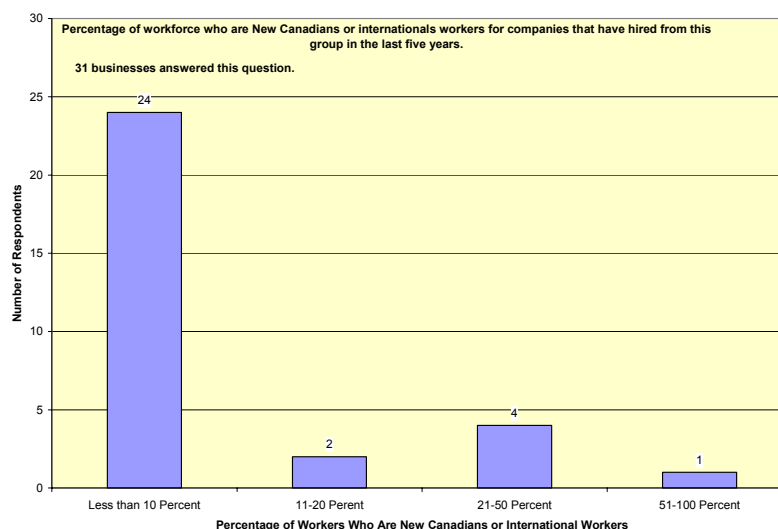
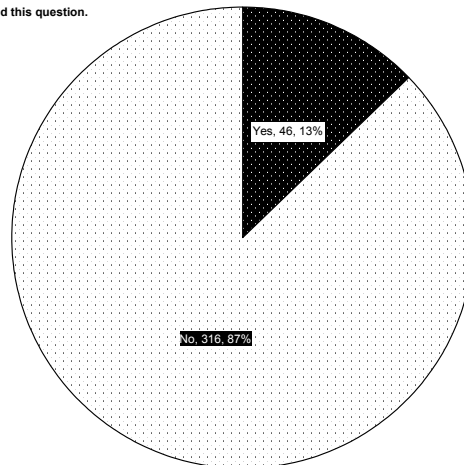


Figure 17 and Appendix Table C24 shows that only 13% of the businesses that did not hire New Canadians or international workers had received an application from this group of workers in the last five years. Hence, for most of the companies surveyed, there was no direct opportunity to hire New Canadians or international workers because they had received no application for employment from this group.

Figure 17: Distribution of Firms from the Random Sample by Whether the Businesses that did not Hire New Canadians or International Workers in the Last Five Years had Received Applications From this Group

In the last five years, my company did not hire New Canadians or international workers but received applications for employment from this group.

362 firms answered this question.



Interestingly, 97% of the firms that hired New Canadians and international workers in the last five years, as presented in Figure 18 and Appendix Table C25, report having had a positive experience with this group of employees.

Figure 18: Distribution of Firms from the Random Sample by Whether the Businesses that did Hire New Canadians or International Workers in the Last Five Years had a Positive Experience with the New Canadian or International Worker

In the last five years, my company did hire New Canadians or international workers and our experiences with this group were positive.

32 firms answered this question.

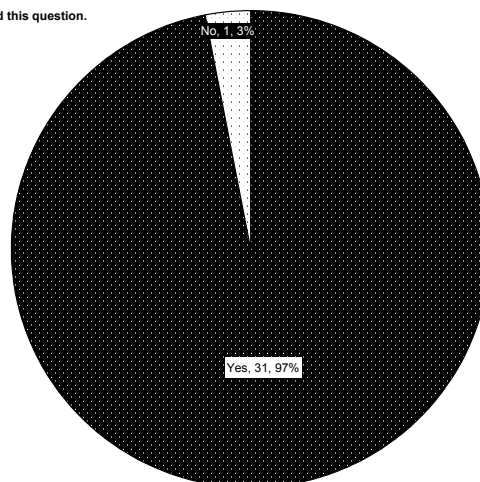
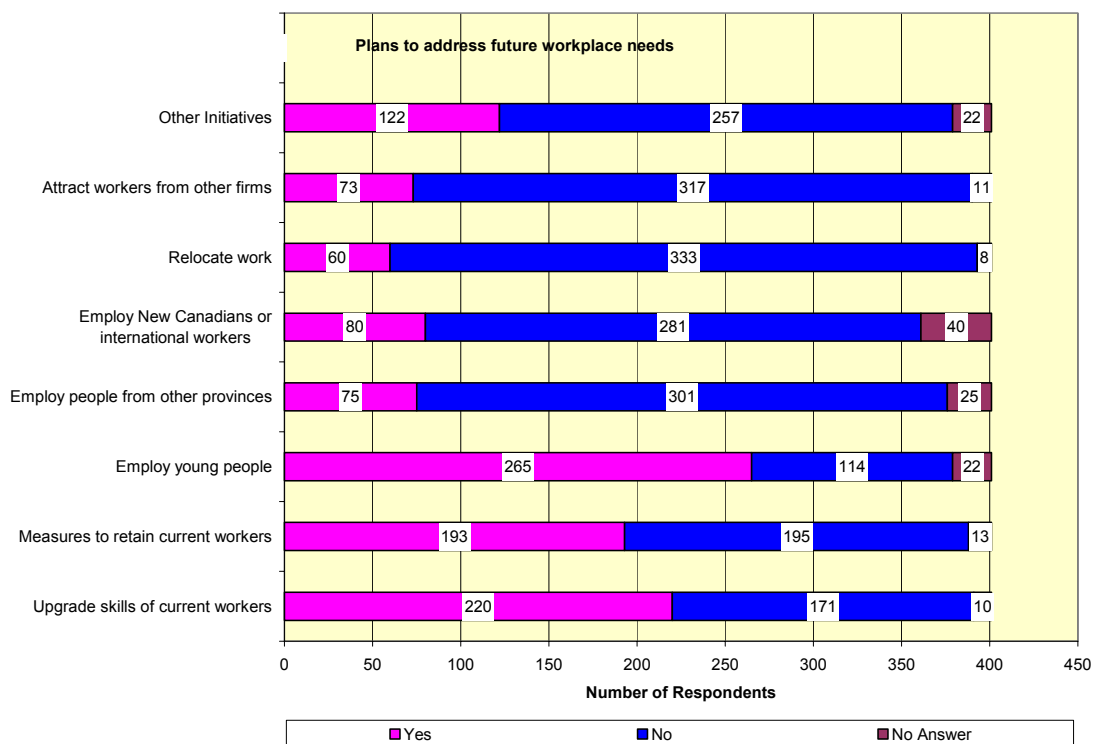


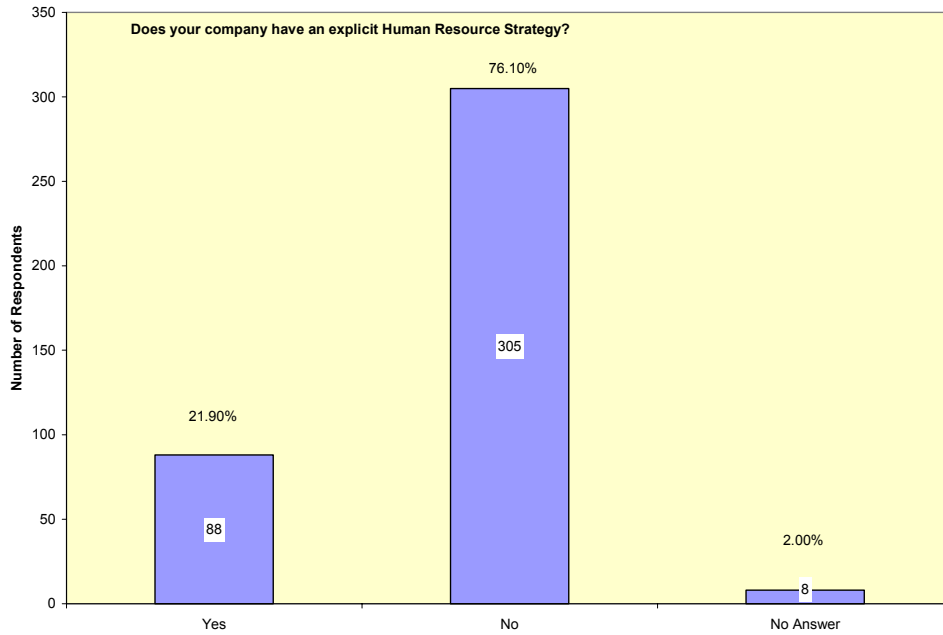
Figure 19 and Appendix Tables C26 to C32 describe how firms plan to deal with their future workplace needs. Nearly two-thirds of the firms surveyed suggested that they would hire more young people as a strategy to deal with their future workplace needs. This strategy was considered by the largest number of firms in the sample. The second most prominent strategy, considered by almost 60% of the respondents, involved upgrading the skills of their current employees. In terms of frequency of occurrence, this was followed by firms (48.1% of the sample) that were planning on implementing strategies aimed at retaining the current workers. From the perspective of this study, it is interesting to note that only 20% of the respondents indicated that the use of New Canadians and international workers was being considered as a strategy to deal with their future needs. This is comparable to the 18.7% of firms that had hoped to hire workers from other provinces, the 15% of firms reported that they were considering having to relocate work to deal with the future workplace needs, and the 18.2% businesses that indicated they were going to try and attract the workers they needed away from other firms. As well, 30% of the respondents indicated that they had other plans for dealing with their future workplace needs. These other plans are listed in Appendix Table C33.

Figure 19: Distribution of Firms from the Random Sample by How They are Planning to Deal with Their Future Workplace Needs



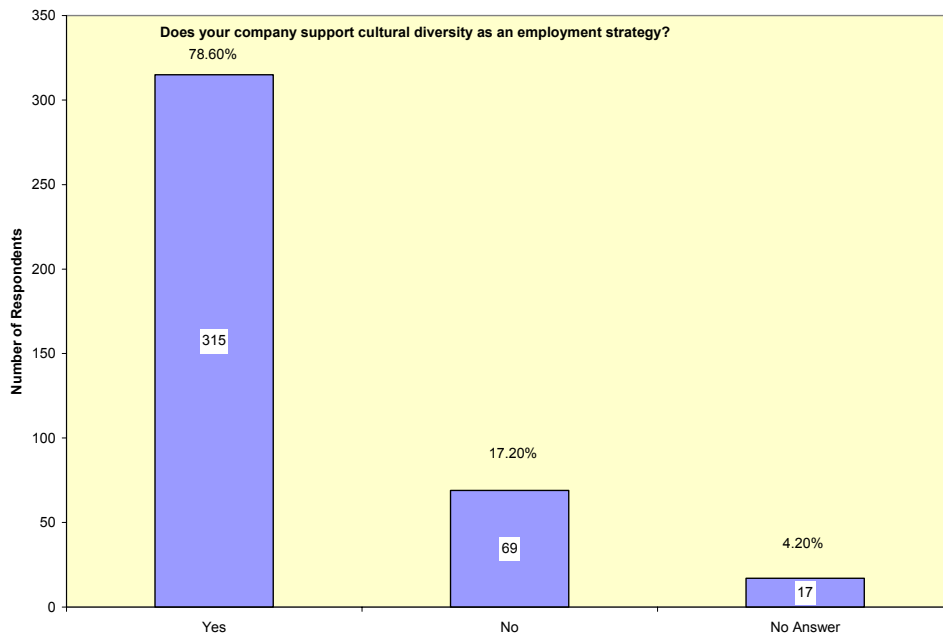
Only 21.9% of firms surveyed had an explicit Human Resource Strategy, see Figure 20 and Appendix Table C34.

Figure 20: Distribution of Firms from the Random Sample by Whether They have an Explicit Human Resource Strategy



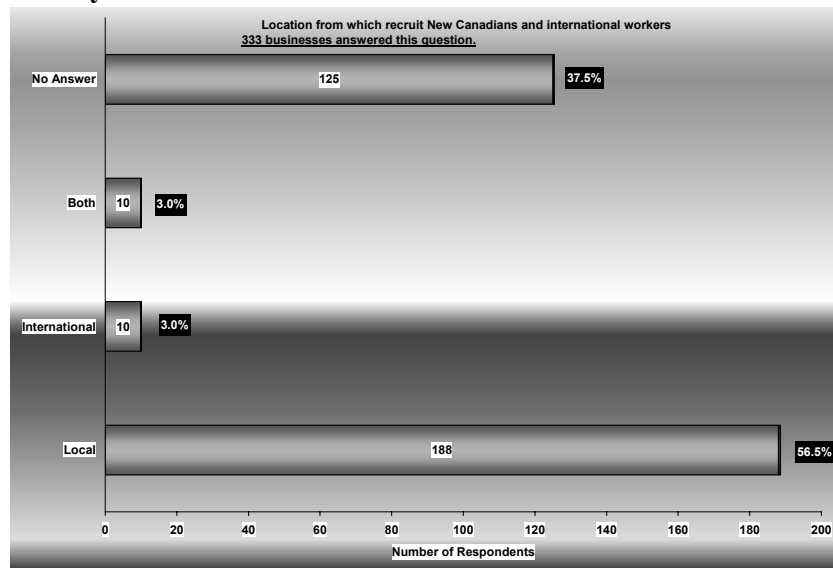
On the other hand, from Figure 21 and Appendix Table C35, one observes that 78.6% of firms responded that they support cultural diversity as an employment strategy. It is a difficult to interpret this result, given that very few firms have a Human Resource Strategy or hire New Canadians or international workers.

Figure 21: Distribution of Firms from the Random Sample by Whether They Support Cultural Diversity as an Employment Policy



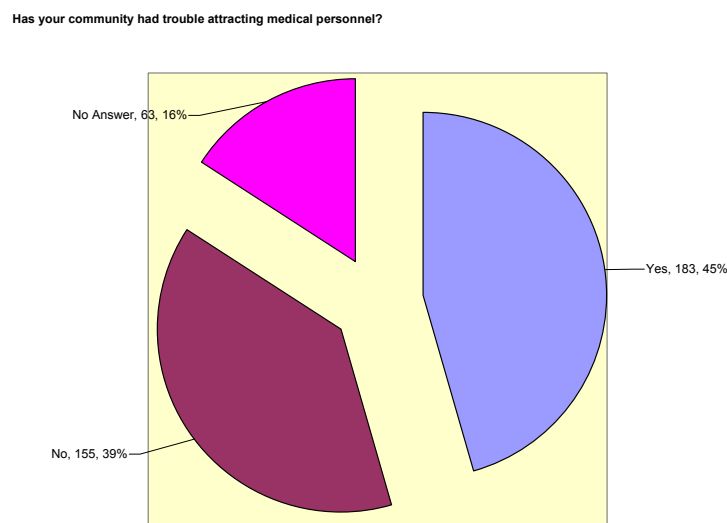
Given the high number of firms that suggest that they support cultural diversity as an employment strategy, only 3% of firms report in Figure 22 and Appendix Table C36 that they recruit employees internationally and another 3% indicate that they recruit both internationally and locally. This is compared to 56.5% of firms that suggest they recruit only locally and 37.5% of firms that did not answer this question.

Figure 22: Distribution of Firms from the Random Sample by Whether They Support Cultural Diversity as an Employment Policy and the Location from which They Recruit New Canadians and International Workers



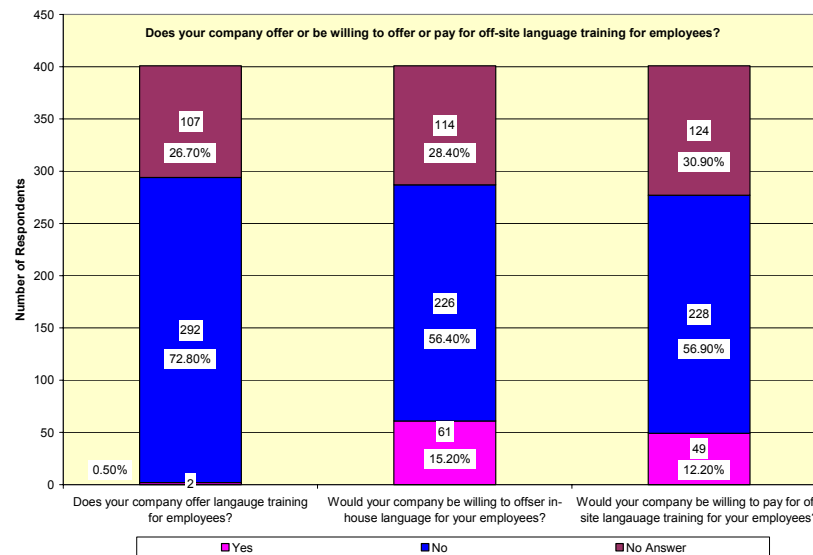
Forty-five percent of respondents noted, see Figure 23 and Appendix Table C37, that their community had trouble attracting medical personnel.

Figure 23: Distribution of Firms from the Random Sample by Whether Their Community had Trouble Attracting Medical Personnel



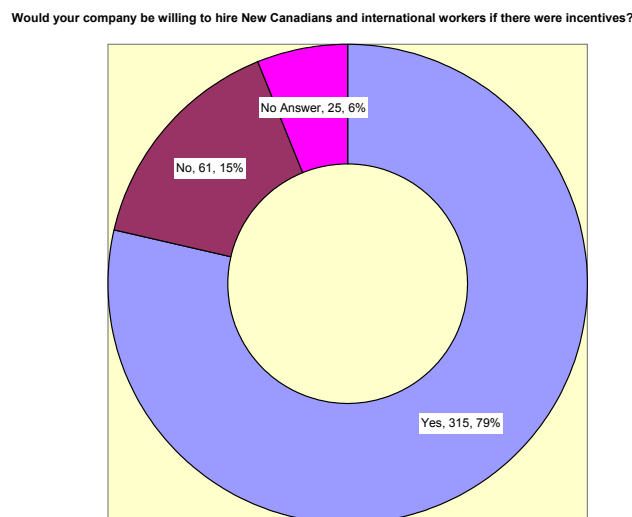
As shown in Figure 24 and Appendix Tables C38, C39 and C40, less than 1% of businesses surveyed offer language training to their employees. However, 15.2% would be willing to offer in-house language training for their employees, but only 12.2% of respondents would be willing to pay for offsite language training.

Figure 24: Distribution of Firms from the Random Sample by Whether They Offer or would be Willing to Offer Language Training for Employees



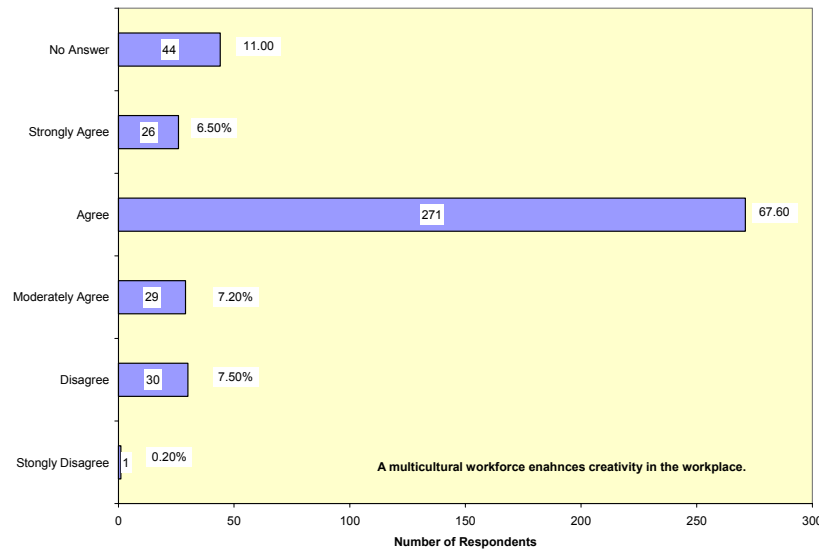
On the other hand, if incentives were offered, 79% of firms, as shown in Figure 25 and Appendix Table C41, would be willing to hiring New Canadians and international workers.

Figure 25: Distribution of Firms from the Random Sample by Whether They would be Willing to Hire New Canadians and International Workers If There were Incentives



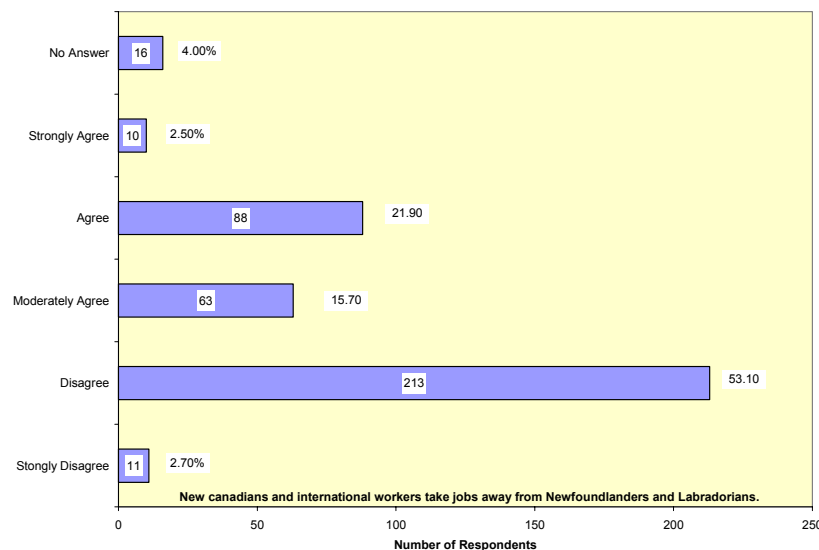
Interestingly, from Figure 26 and Appendix Table C42, 81.3% of respondents agree that a multicultural workforce enhances creativity in the workplace, while less than 8% of respondents disagree with this statement.

Figure 26: Distribution of Firms from the Random Sample by Whether They Agree that a Multicultural Workforce Enhances Creativity in the Workplace



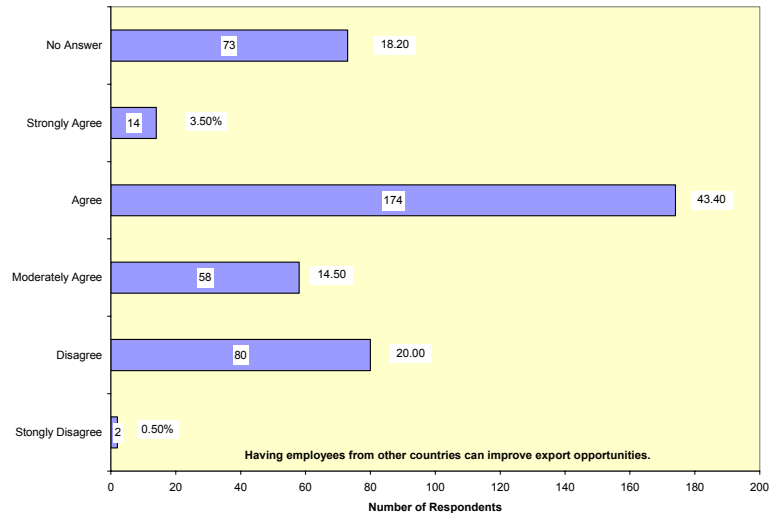
From Figure 27 and Appendix Table C43, one observes that one-quarter of businesses surveyed responded that New Canadians and international workers were taking jobs away from Newfoundlanders and Labradorians. However, more than half (55.8%) of the respondents reported that they disagreed with this statement.

Figure 27: Distribution of Firms from the Random Sample by Whether They Agree that New Canadians and International Workers are Taking Jobs Away from Newfoundlanders and Labradorians



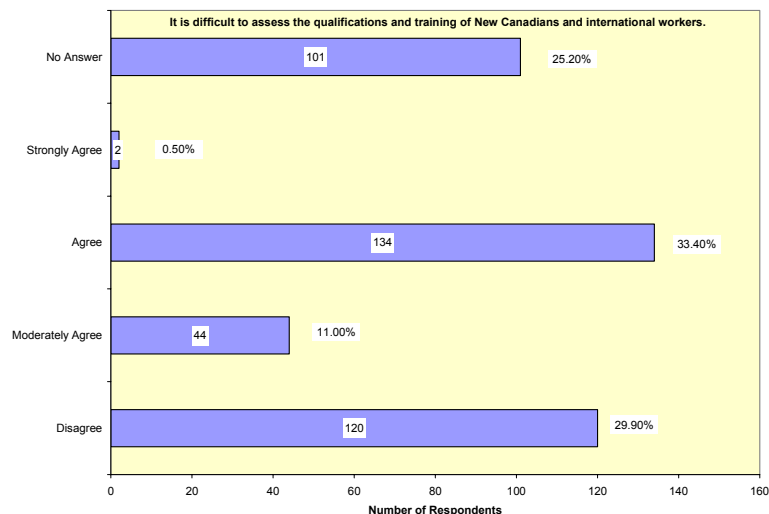
On a positive note, Figure 28 and Appendix Table C44 reveal that nearly half (48.9%) of the respondents thought that having employees from other countries improved export opportunities because of the linkages with their country of origin. Yet, 20% of the businesses did not see a link between hiring New Canadians and international workers and enhanced export opportunities.

Figure 28: Distribution of Firms from the Random Sample by Whether They Agree that Employees from Other Countries Improves Export Opportunities (Because of Linkages with Their Country of Origin)



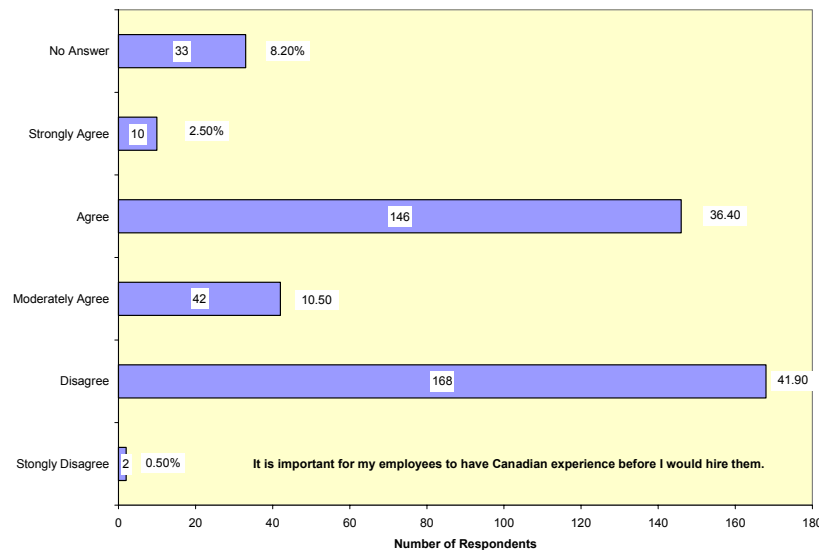
As indicated in Figure 29 and Appendix Table C45, 44.9% of respondents agreed that it is difficult to assess the qualifications and training of New Canadians and international workers, while 29.9% of the respondents disagreed and 25.2% of firms did not answer this question.

Figure 29: Distribution of Firms from the Random Sample by Whether They Agree that it is Difficult to Assess the Qualifications and Training of New Canadians and International Workers



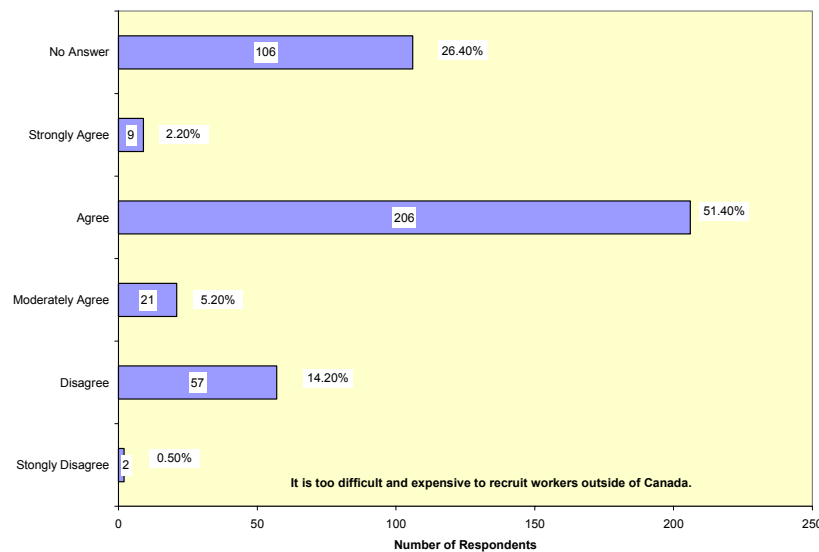
Firms were more or less split on whether employees needed Canadian experience before their firm could hire them. Specifically, Figure 30 and Appendix Table C46 show that 42.4% of respondents did not feel that Canadian experience was needed, while 49.4% indicated that Canadian experience was a prerequisite to being hired with their firm.

Figure 30: Distribution of Firms from the Random Sample by Whether They Agree that it is Important for Workers to have Canadians Experience Before They can be Hired by My Firm



The majority of respondents (58.8%), as indicated in Figure 31 and Appendix Table C47, suggested that it was too difficult and expensive to recruit outside of Canada.

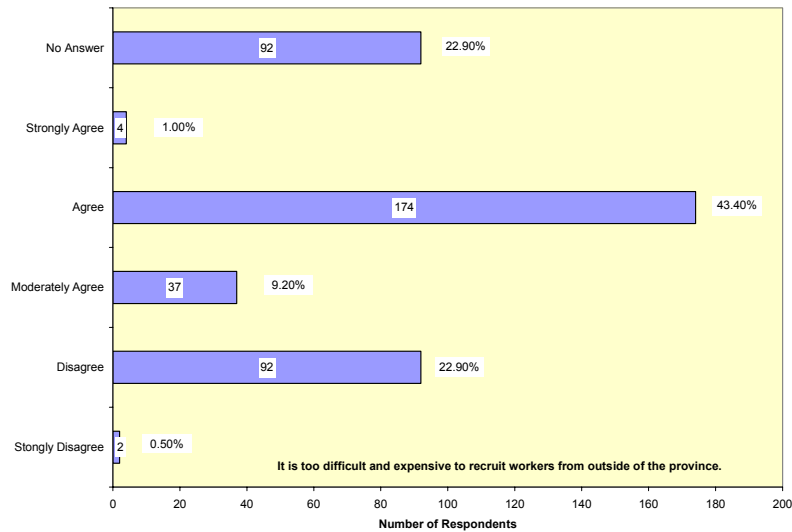
Figure 31: Distribution of Firms from the Random Sample by Whether They Agree that it is Too Difficult and Expensive to Recruit Workers Outside of Canada



While the percentage of respondents who felt that its was too difficult and expensive to recruit outside of the province was lower than those that felt it was too difficult and

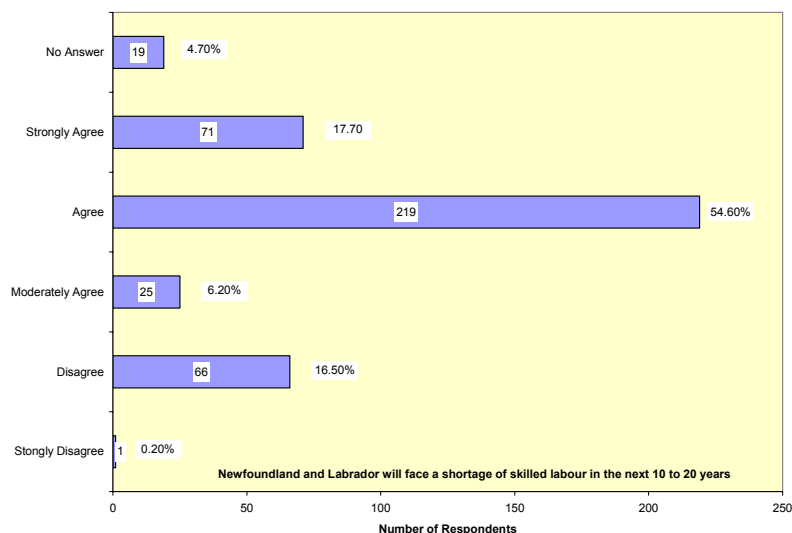
expensive to recruit outside of the country, there were still more than 53.6% of firms who suggested that it was too expensive to recruit outside of the province, see Figure 32 and Appendix Table C48.

Figure 32: Distribution of Firms from the Random Sample by Whether They Agree that it is Too Difficult and Expensive to Recruit Workers Outside of the Province



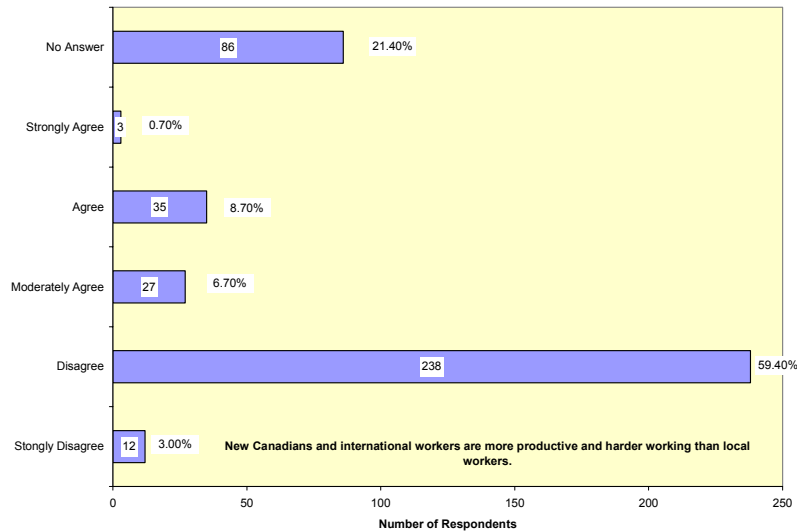
From the information presented in Figure 33 and Appendix Table C49, it is clear that the majority of respondents expect that Newfoundland and Labrador will be facing a shortage of skilled labour in the next 10 to 20 years. Specifically, 78.5% of the respondents agreed that the province will face a skilled labour shortage within the next 20 years. Alternatively, only 16.7% appeared not to believe that skilled labour shortage was imminent.

Figure 33: Distribution of Firms from the Random Sample by Whether They Agree that Newfoundland and Labrador Will face a Shortage of Skilled Labour in the Next 10 to 20 Years



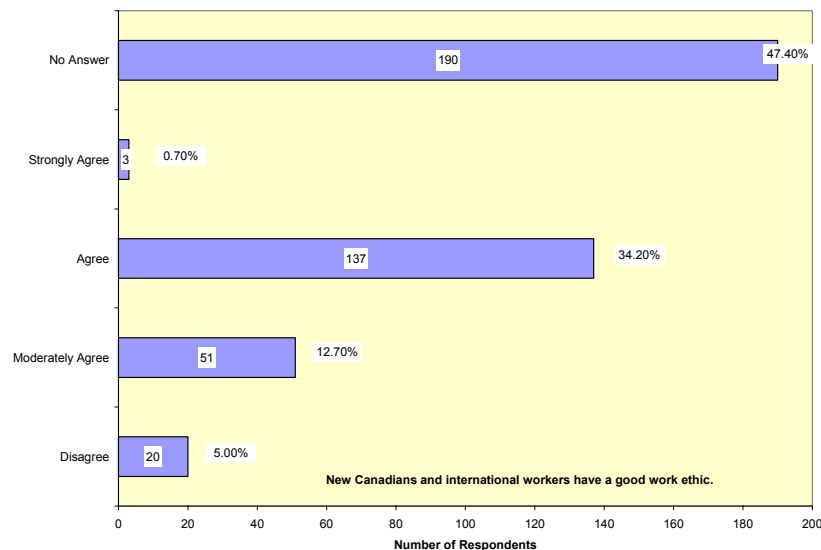
When asked whether they felt that New Canadians and international workers were more productive than local workers, more than 60% of respondents disagreed with the statement. In fact, less than 20% of the businesses believed that New Canadians and international workers were more productive than local workers. These data are profiled in Figure 34 and Appendix Table C50.

Figure 34: Distribution of Firms from the Random Sample by Whether They Agree that New Canadians and International Workers are More Productive and Hard Working than Local Workers



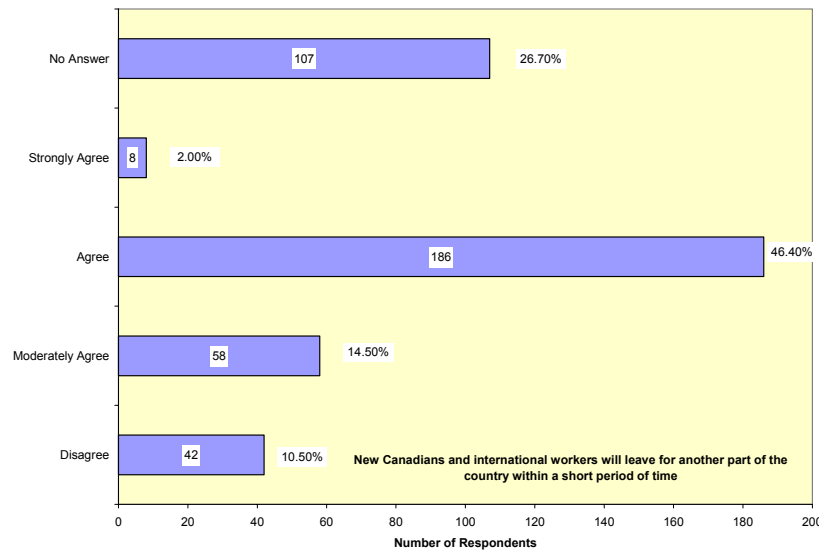
When asked whether they agreed that New Canadians and international workers had a good work ethic, as illustrated in Figure 35 and Appendix Table C51, 47.4% of the respondents chose not to answer this question. Only 5% of respondents disagreed with this opinion and 57.6% agreed that this group of workers had a good work ethic.

Figure 35: Distribution of Firms from the Random Sample by Whether They Agree that New Canadians and International Workers have a Good Work Ethic



As demonstrated in Figure 36 and Appendix Table C52, 62.9% of businesses have concerns that New Canadians and international workers would leave for another part of the country within a short period of time. Only 10.5% disagreed with this view.

Figure 36: Distribution of Firms from the Random Sample by Whether They Agree that New Canadians and International Workers Will Leave for Another Part of the Country Within a Short Period of Time



As shown in Figure 37, slight more than a third (35.2%) of respondents believed that New Canadians and international workers will work for less pay than local workers, whereas 39.4% of respondents offered the contrary view.

Figure 37: Distribution of Firms from the Random Sample by Whether They Agree that New Canadians and International Workers Will Work for Less Pay Than Local Workers

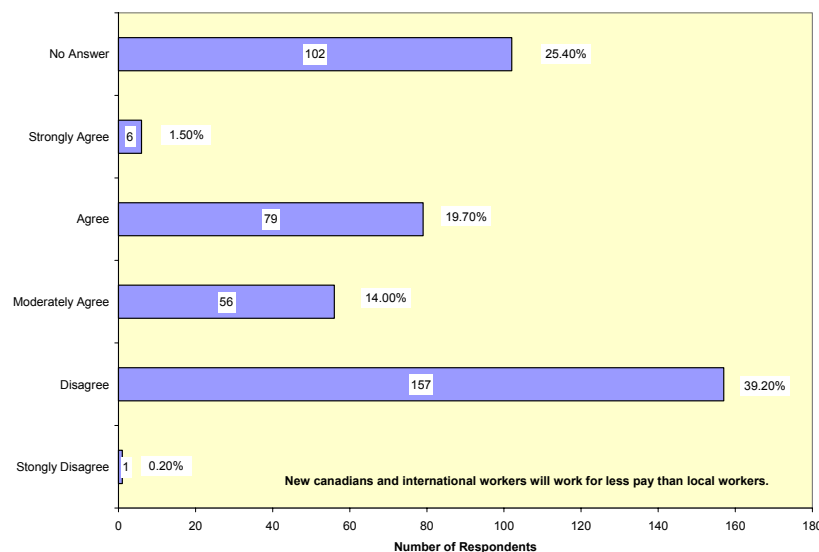
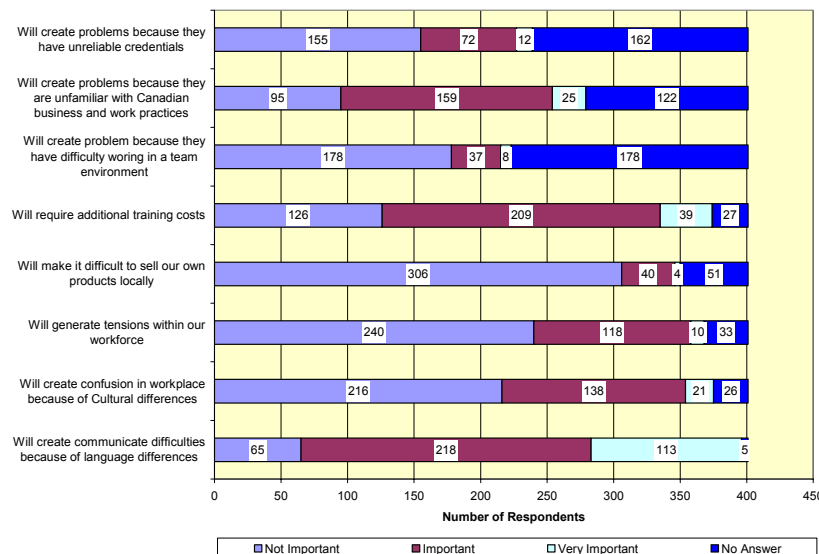


Figure 38 and Appendix Tables C54 to C61 present the information derived from the survey with respect to the challenges perceived by local businesses in integrating New Canadian and international workers into their workplace. The barriers ranked in terms of their importance, as reflected by the percentage of the respondents who suggested that the challenge was either important or very important, are:

1. communication difficulties because of language – 82.5% responded it was important or very important;
2. will require additional training costs – 61.8% felt it was important or very important;
3. being unfamiliar with Canadian business and work practices will create problems – 45.9% noted it was important or very important;
4. cultural difference can create confusion in the workplace – 39.7% suggested that this was important or very important;
5. it may create tensions within the workplace – 31.9% indicated it was important or very important;
6. having unreliable credentials – 20.9% felt it was important or very important;
7. having difficulty working in a team environment – 11.2% thought it was important or very important; and
8. it would make it difficult to sell own products locally – 11% considered it was important or very important.

Appendix Table C62 identifies other challenges to integrating New Canadians and international workers into the workplace. While many of the concerns identified simply repeat the challenges identified above, several of the concerns were different. These included: concern over lack of suitable accommodations; weather and remote location might not be conducive to keeping immigrants in the community; enhanced cultural sensitivity in the community may be needed; and inconsistency in immigration policy may be a problem.

Figure 38: Distribution of Firms from the Random Sample by Challenges in Integrating New Canadians and International Workers into Their Workplace



As Figure 39 and Appendix Table C63 demonstrate, 87% of respondents report that they were unaware of provincial and federal programs that assist New Canadians and international workers to integrate into local labour markets.

Figure 39: Distribution of Firms from the Random Sample by Whether They were Aware of Either Provincial or Federal Programs to Assist New Canadians to Integrate into the Local Labour Force

Are you aware of programs that either the Provincial or Federal government has in place to assist New Canadians and international workers?

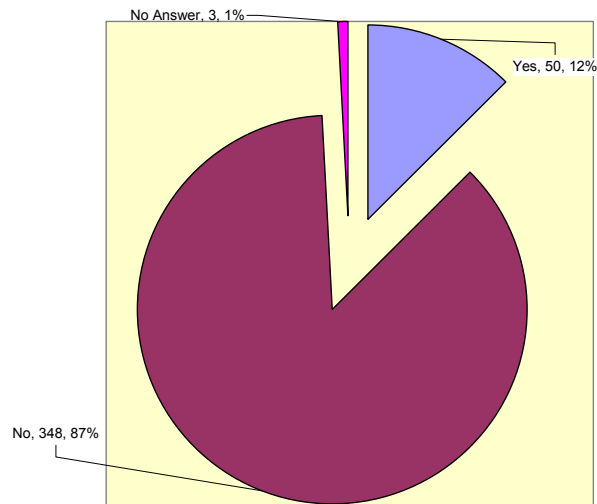
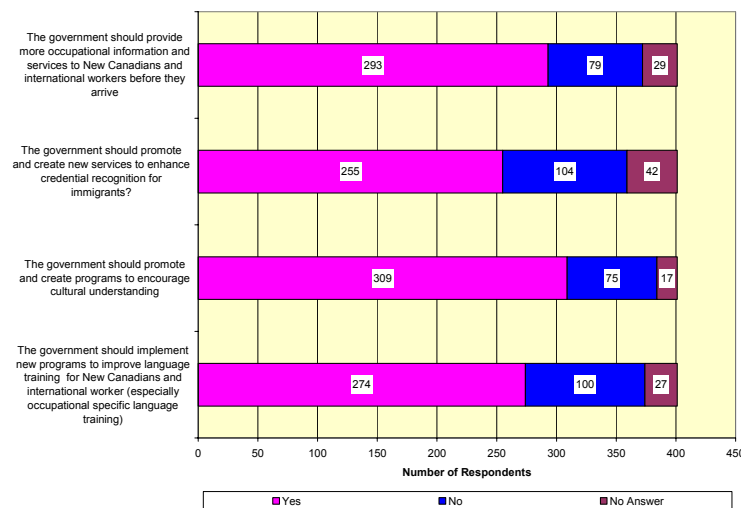


Figure 40 and Appendix Tables C64 to 67 summarize the views of the respondents with respect to further actions that government might take to improve the integration of New Canadians and international workers into the local labour market. Nearly 70% of the respondents suggested that government should improve language training for New Canadians and International workers, especially occupational specific language training. More than three-quarters of the respondents felt that the government should promote and create programs to encourage cultural understanding. As well, about two-thirds responded that government should promote and create programs to enhance credential recognition for immigrants. Finally, approximately three-quarters of the respondents indicated that government should provide more occupational information and services to New Canadians and international workers before they arrive.

Figure 40: Distribution of Firms from the Random Sample by Their Views on What Else the Government can do to Improve the Integration of New Canadians and International Workers into the Labour Force



Appendix Tables C68 and C69 provides the three most positive and negative things about hiring New Canadians and international workers that were identified by respondents. As well, Appendix Tables C70 to C77 report these comments separately for firms who hired New Canadians and International workers and for those that did not. Firms that hired New Canadians or international workers in the last five years highlighted the work ethic, cultural diversity and an expanded pool of skilled workers as the predominant positive reasons for hiring New Canadians. There were not many negative comments from this group of firms about hiring New Canadians or international workers. The most concerns that firms had centered around language, although several firms did identify concerns that local workers might feel threatened and it may cause dissension within the workplace.

The positive issues about hiring New Canadians and international workers suggested by firms that did not hire from this group in the last five years were similar to those identified by the firms who had hired New Canadians and international workers. The most prevalent answer was an expanded pool of skilled labour. This was followed by cultural diversity and work ethic. However, a large number of firms identified the fact that his group also would bring new ideas and new ways of doing things. There are also some firms identified increased economic opportunities for the local market as a positive aspect of hiring new Canadians and international workers.

In terms of the negative comments, there was a distinct difference between the firms who hired and those that did not hire New Canadians or international workers. For example, none of the former group raised issues about taking jobs away from local workers, while 35% of the negative comments received from the firms who did not hire New Canadians or international workers pertained to concerns about taking jobs away from local people. The next largest group of comments related to language barriers and this was raised by 15% of the respondents. This was followed by cultural differences (8%) and cost of training and recruiting (5%).

4. Results of the Statistical Analysis

Results of the Statistical Analysis

The methodology for the statistical analysis involved a two-step process. Using cross tabulations, Chi square tests were used to identify possible relationships between variables. If a relationship was established in step one, step two used logistic regression procedure to identify the nature of the relationship. A detailed discussion of the procedure is given in Appendix E.

Step 1: Analysis of Cross Tabulations

The relationship between those firms that hired New Canadians and international workers and those firms that do not can be done by examining the categorical responses of both groups to questions from the survey instrument. The following presents the results of the statistical analysis of the contingency tables constructed from the instrument. The contingency tables are presented and analyzed in Appendix D.

Status of Firm's Sales and Employment

Respondents were asked a series of questions about their past and expected sales and past and expected employment levels. It was found that:

- Although the test results are mixed, there is a pattern in the responses of those firms who hired New Canadians and international workers. In all cases there is larger proportion of firms that hired New Canadians and international workers who reported that past and expected sales and employment would increase when compared to firms that do not hire New Canadians and international workers;
- The results suggest that firms who HNC are more likely to have had problems attracting skilled workers;
- Statistically, there is no difference between those firms that hire New Canadians and international workers and those that do not when it comes to difficulties hiring semi-skilled;
- There is no difference between those firms that hire New Canadians and international workers and those that do not when it comes to difficulties hiring unskilled workers;
- Those firms who hire New Canadians and international workers are more likely to report that they are aware of other companies having difficulty attracting skilled workers;
- There is no difference between those firms that hire New Canadians and international workers and those who do not with respect to an awareness of difficulties experienced by other firms hiring semi-skilled workers; and
- There is no statistical difference between those firms that hire New Canadians and international workers and those that do not when it comes to awareness of other companies having difficulties hiring semi-skilled and unskilled workers.

Human Resource Activities and Workplace Needs

Respondents were asked a series of questions about their past hiring and future plans regarding human resource activities and workplace needs. It was found that:

- Those firms who hire New Canadians and international workers are more likely to hire workers from other provinces than those firms who have not hired New Canadians and international workers;
- Those firms who hire New Canadians and international workers are more likely to plan to upgrade skills than those firms who have not hired New Canadians and international workers;
- Those firms who hire New Canadians and international workers are more likely to plan to increase employee retention than those firms who have not hired New Canadians and international workers;
- Both groups plan to hire more young people;
- Firms who hire New Canadians and international workers are more likely to hire workers from other provinces than those firms who have not hired New Canadians and international workers;
- Firms who hire New Canadians and international workers are more likely to plan to employ New Canadians and international workers than those firms who have not hired New Canadians and international workers;
- Firms who hire New Canadians and international workers are more likely to relocate work or move work outside of the province than those firms who have not hired New Canadians and international workers;
- Firms who hire New Canadians and international workers are more likely to attract workers from other firms than those firms who have not hired New Canadians and international workers;
- Firms who hire New Canadians and international workers are more likely to have an explicit human resource strategy than those firms who have not hired New Canadians and international workers; and
- Both groups support cultural diversity as an employment policy.

Employer's Attitudes and New Canadian and International Workers

Respondents were asked a series of questions regarding the role of New Canadians and international workers in the workplace and the challenges they may face integrating New Canadians into the workplace. It was found that:

- Both groups agree that a multicultural workforce enhances creativity in the workplace;
- Both groups disagree that New Canadians and international workers take jobs away from Newfoundlanders and Labradorians;
- Both groups agree that having employees from other countries can improve export opportunities;
- There is no statistical difference in behavior between those firms that hire New Canadians and international workers and those firms that do not with respect to

assessing the qualifications and training of New Canadians and international workers. However, if you combine the responses into agree/disagree, 59% of the firms that hired New Canadians and international workers disagree and 62% of the firms that do not hire New Canadians and international workers agree that there are difficulties with assessing the qualifications and training from this group;

- Both groups agree that it is too difficult and expensive to recruit workers outside of Canada;
- There is disagreement with respect to the difficulty and expense of recruiting workers outside of the province - 72 % of the firms that do not hire New Canadians and international workers agree compared to 48% of the firms that hired New Canadians and international workers;
- Both groups expect that Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years;
- Both groups disagree that New Canadians and international workers are more productive and harder working than local workers;
- Both groups agree that New Canadians and international workers have a good work ethic;
- Both groups agree that New Canadians and international workers will leave for another part of the country within a short period of time;
- Firms that hired New Canadians and international workers are more likely to disagree with the statement that Canadians and international workers will work for less pay than local workers. Those that do not hire New Canadians and international workers are split;
- Both groups reported that language differences make it difficult to communicate;
- Both groups suggested that the statement “Cultural differences create confusion in the workplace” was not important;
- Both groups indicated that the statement “Hiring New Canadians and international workers will generate tensions within our workforce” was not important;
- Both groups considered that the statement “Hiring New Canadians and international workers will make it difficult to sell our own products locally” was not important;
- There was a difference of opinion when asked to respond to the statement “Hiring New Canadians and international workers will require incurring additional training costs” - . 66% of the firms that hired New Canadians and international workers and 31% of the firms that do not hire New Canadians and international workers did not think it was important;
- Both groups responded that the statement “New Canadians and international workers have difficulty working in a team environment” was not important;
- Both groups felt that the statement “New Canadians and international workers are unfamiliar with Canadian business and work practices” was important (57%); and
- Both groups thought that the statement “New Canadians and international workers have unreliable credentials” was not important.

Addressing the Needs of New Canadians in the Workplace and the Role of Government Policy

Respondents were asked a series of questions regarding language training programs and the role of the government. It was found that:

- Both groups reported that they do not have language training for employees from other countries (97% responded no);
- Both groups do not support in-house language training - 70% who hired New Canadians and international workers and 80% of the firms that do not hire New Canadians and international workers;
- Both groups are not supportive of the idea of paying for off-site language training - 76% who hired New Canadians and international workers and 83% of the firms that do not hire New Canadians and international workers;
- Both groups would be willing to hire New Canadians and international workers if there were incentives - 93% who hired New Canadians and international workers and 83% of the firms that do not hire New Canadians and international workers;
- Both groups were not aware of government programs that assist New Canadians integrate into the local labour force - 87% of all firms recorded a lack of awareness with respect to government programs;
- Both groups indicated positive support for government programs and language training programs - 83% are firms that hired New Canadians and international workers and 73% are firms that do not hire New Canadians and international workers;
- Both groups indicated positive support for Government Programs that promote cultural understanding; and
- Both groups indicated positive support for government programs that would create new services to enhance credential recognition services for New Canadians - 81% are firms that hired New Canadians and international workers and 71% are firms that do not.

Step Two – Modeling the Decision to Hire New Canadians and International Workers

The likelihood that firms hire New Canadians and international workers is modeled as a classification problem where the characteristics of those who hire New Canadians and international workers are separated from those who do not hire New Canadians and international workers. The dependent variable is binary and recorded as 1 if you answer yes to the question - In the last five years, have you hired New Canadians and international workers? - and 0 if the answer is no.

This approach allows for the calculation of the odds ratio that can be used to measure how important the explanatory variables are to the hiring process. For example, the estimated odds ratio for those firms that hire New Canadians and international workers and those who have an explicit human resource strategy is 3.5. That is, firms that have an explicit human resource strategy are 3.5 times more likely to hire New Canadians and international workers than firms that do not have such a strategy. Results from the bivariate logistic regressions are presented in the table below.

Table 3
Bivariate Logistic Regression Results
Dependent Variable: In the last five years, have you hired New Canadians and international workers?

Independent Variable	Odds Ratio
Formal education: University Degree	3.3
What percentage of your sales is oriented toward the local Newfoundland and Labrador market?	<ul style="list-style-type: none"> ○ 100% local Ref ○ 76-99% local 3.7 ○ 51-75% local NS ○ 26-50% local 9.1 ○ 1-25% local 14.5 ○ 0% local 4.6
In the last five years, has your company had difficulty attracting skilled workers?	6.8
In the last five years, are you aware of any other company/organization in your area that has had difficulty attracting skilled workers?	4.8
In the last five years, have you hired workers from other provinces?	21.0
Are you planning to upgrade the skills of your current employees?	8.2
Are you planning to implement measures to increase retention of current employees?	4.7
Are you planning to employ more workers from other provinces?	3.8
Are you planning to employ more New Canadians and international workers?	5.1
Are you planning to attract workers from other firms and organizations?	4.1
Are you planning to relocate work to fulfill needs?	4.4
Does your company have an explicit Human Resource Strategy?	3.5

NS – Not Significant

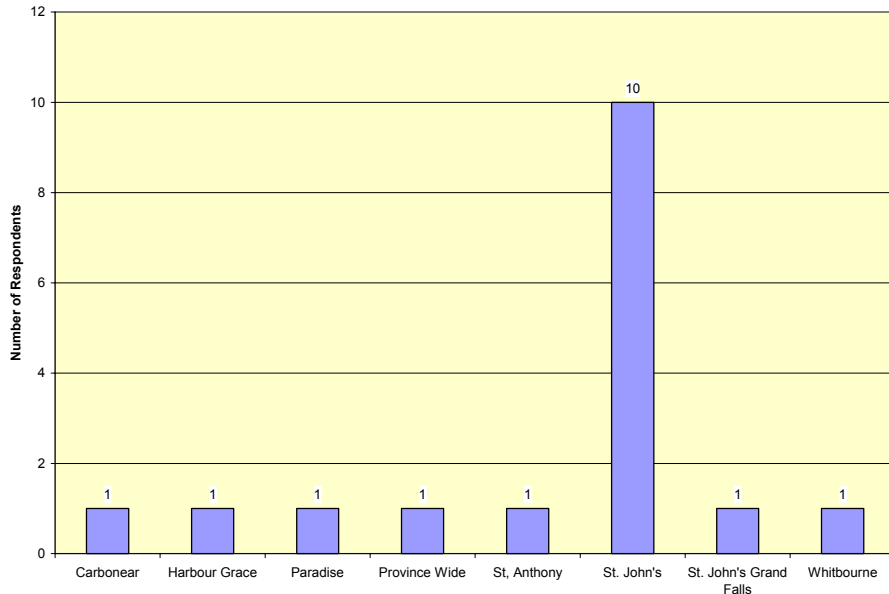
- Firms that have hired workers from other provinces are 21 times more likely to hire New Canadians and international workers than those firms that have not hired workers from other provinces;
- Firms that are planning to upgrade the skills of their current employees are 8.2 times more likely to hire New Canadians and international workers than those firms that do not plan to upgrade the skills of their current employees;
- Firms that have had difficulty attracting skilled workers are 6.8 times more likely to hire New Canadians and international workers than those firms that have not had difficulty attracting skilled workers;
- Firms that are planning to employ more New Canadians and international workers are 5.1 times more likely to hire New Canadians and international workers than those firms who are not planning to employ more New Canadians and international workers;
- Firms that are aware of other companies having difficulty attracting skilled workers are 4.8 times more likely to hire New Canadians and international workers than those firms who are not aware of other companies having difficulty attracting skilled workers;
- Firms that are planning to implement measures to increase employee retention are 4.7 times more likely to hire New Canadians and international workers than those

- firms who are not planning to implement measures to increase employee retention;
- Firms that are planning to relocate work to fulfill their needs are 4.4 times more likely to hire New Canadians and international workers than those firms who are not planning to relocate work;
 - Firms that are planning to attract workers from other firms and organizations are 4.1 times more likely to hire New Canadians and international workers than those firms who are not planning to attract workers from other firms and organizations;
 - Firms that are planning to employ more workers from other provinces are 3.8 times more likely to hire New Canadians and international workers than those firms who are not planning to employ more workers from other provinces;
 - Firms that have an explicit Human Resource Strategy are 3.5 times more likely to hire New Canadians and international workers than those firms who do not have an explicit Human Resource Strategy;
 - Individuals with a university degree are 3.3 times more likely to hire New Canadians and international workers than those individuals who do not have a university degree; and
 - Firms that have sales that are oriented more toward the export market are more likely to hire New Canadians and international workers. For example, relative to firms which sell 100% of their products and services in the local market, firms with sales between 1-25% local are 14.5 times more likely to hire New Canadians and international workers, while firms with sales between 26-50% local are 9.1 times more likely to hire New Canadians and international workers. As well, firms with sales between 76-99% local are 3.7 times more likely to hire New Canadians and international workers and firms with sales that are 100% local export-oriented are 4.6 times more likely to hire New Canadians and international workers.

5. Results of Key Informant Survey

Figure 41 and Appendix Table F1 illustrate that approximately 60% or 10 of the survey respondents were located in St. John's.

Figure 41: Distribution of Key Informants by Location



Most of the firms participating in this survey have been operating a business for an extended period of time. By way of illustration, Figure 42 and Appendix Table F2 show that key informant businesses have been in operations for 10 years or more, 70% of the firms been conducting business in Newfoundland and Labrador for more than 25 years.

Figure 42: Distribution of Key Informant Firms by Years of Operation

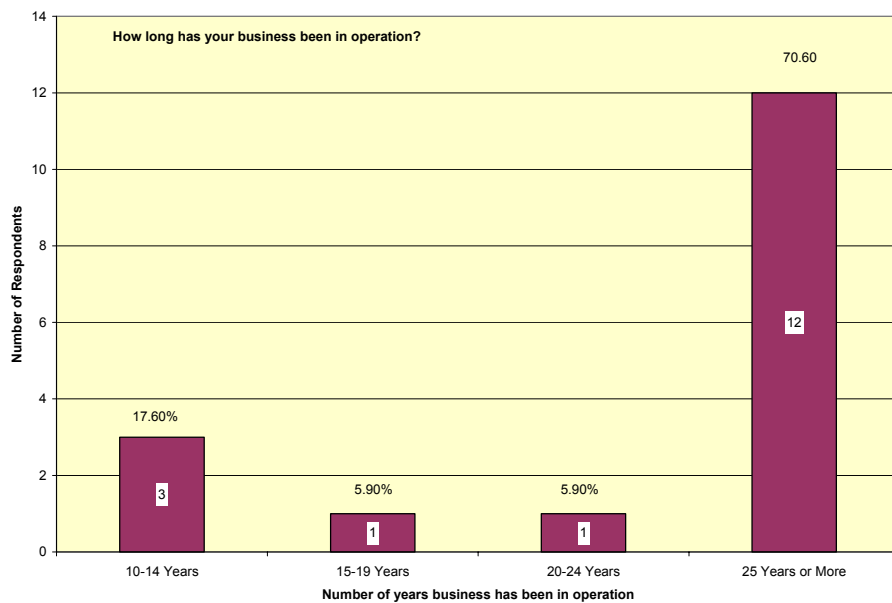
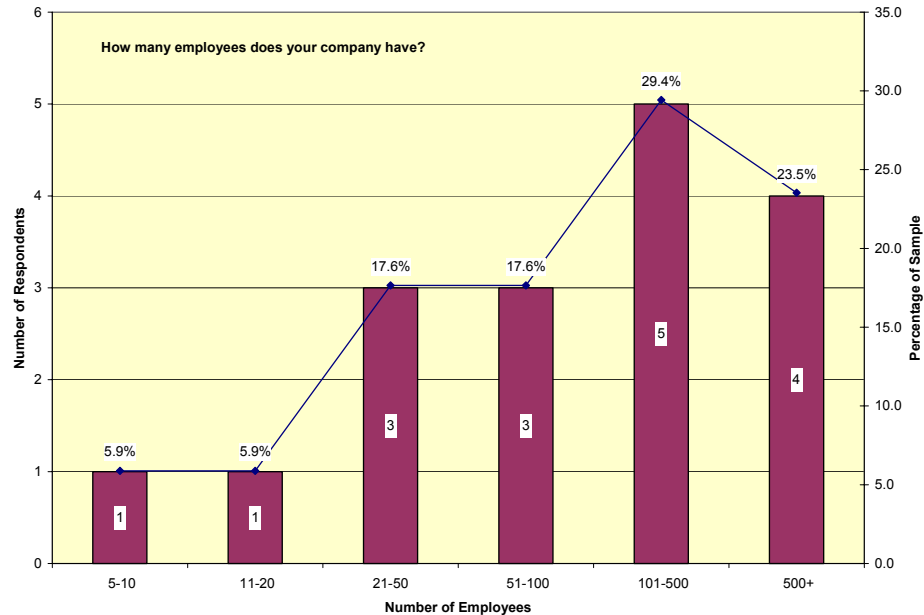


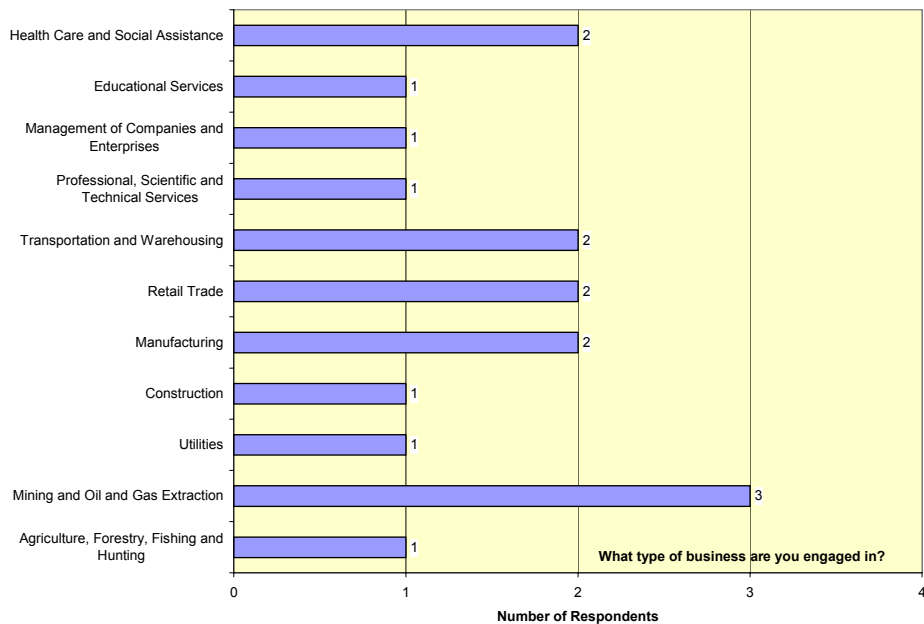
Figure 43 and Appendix Table F3 portray the distribution of respondents by number of their employees. The majority of businesses (53%) had more than 100 employees.

Figure 43: Distribution of Key Informant Firms by Number of Employees



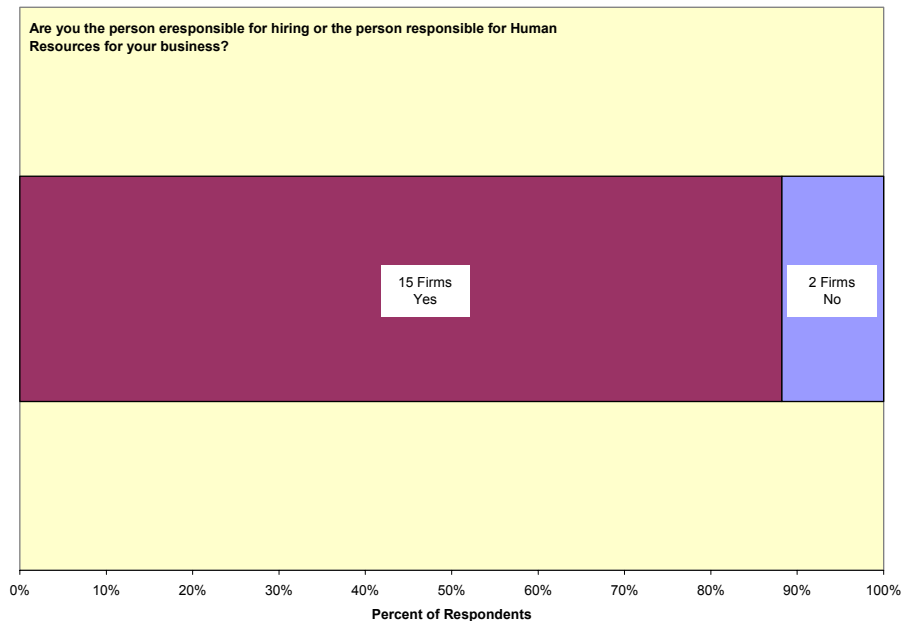
The distribution of respondents from the key informant survey by type of business is provided in Figure 44 and Appendix Table F4. While the oil and gas sector, with three respondents, had the highest representation in the sample, other businesses were more or less equally spread over another 10 sectors.

Figure 44: Distribution of Key Informant Firms by Type of Business



As indicated in Figure 45 and Appendix Table F5, 88% of the respondents completing the survey reported that they were the individual who was responsible for hiring or in charge of Human Resources within their company.

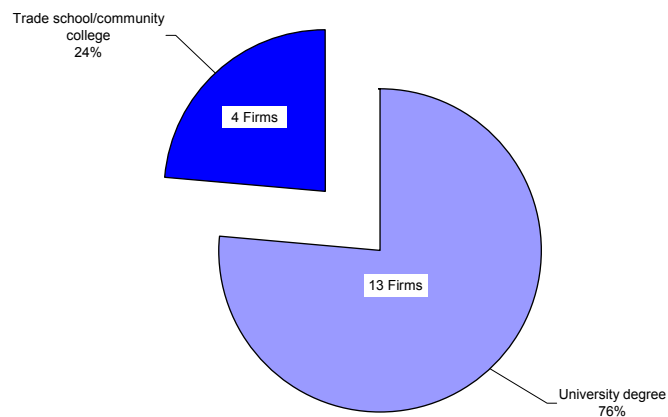
Figure 45: Distribution of Key Informant Firms by Whether the Survey Respondent was Responsible for Hiring or Human Resources



Approximately three-quarters of the respondents had a university degree, see Figure 46 and Appendix Table F6 and the other one-quarter had attained trade school or community college.

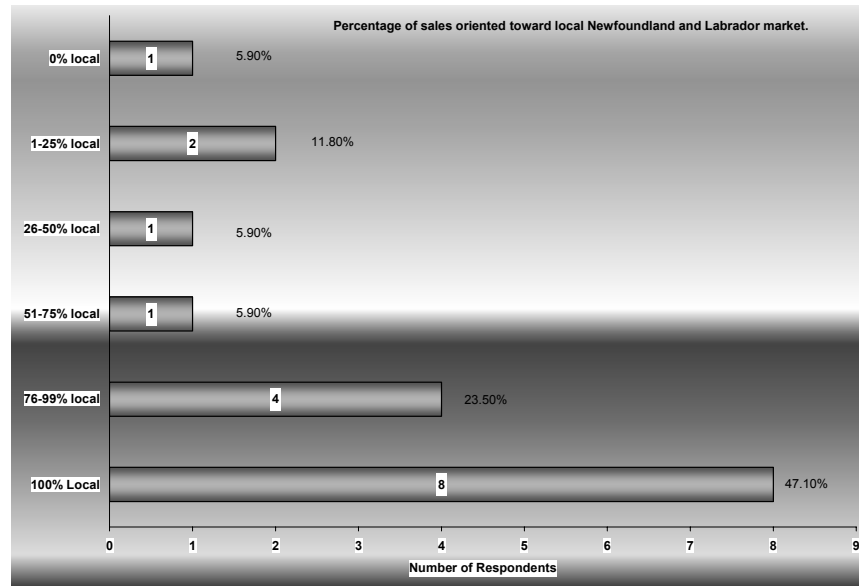
Figure 46: Distribution of Key Informant Firms by Education Level of Respondent

What is the highest level of education that you have completed?



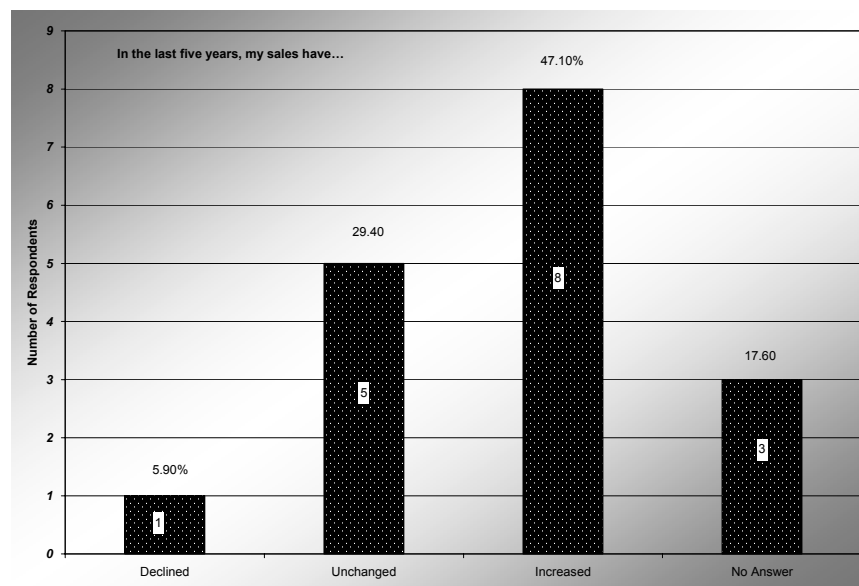
As shown in Figure 47 and Appendix Table F7, 47% of the firms were oriented solely toward the domestic market, selling 100% of their output locally. However, nearly one-quarter of the firms in the survey had more than 50% of their sales was geared toward the export market.

Figure 47: Distribution of Key Informant Firms by Percentage of Sales that is Oriented Toward the Local Newfoundland and Labrador Market



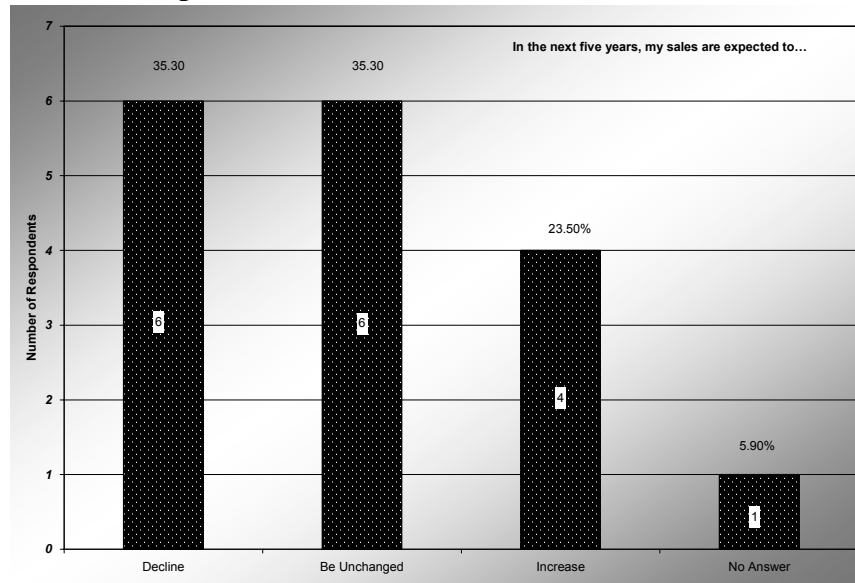
Nearly 50% of firms were growing. Specifically, as indicated in Figure 48 and Appendix Table F8, 47% of firms recorded an increase in sales in the last 5 year, 6% reported that sales declined and for 29% of the firms, sales to remain unchanged during this period. As well, 18% of the key informant did not answer this question.

Figure 48: Distribution of Key Informant Firms by Whether Their Sales have Increased in the Last Five Years



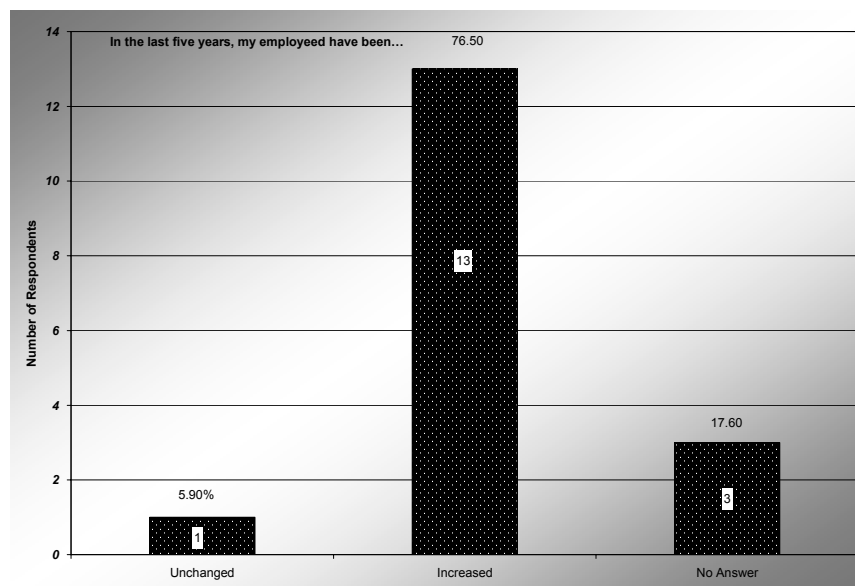
Only one-quarter of firms, as shown in Figure 49 and Appendix Table F9, are optimistic about the future, expecting sales to grow in the next five years, while only 35% feel that their sales will decline, which is matched by 35% of respondents that did not anticipate any change in their sales in the next five years.

Figure 49: Distribution of Key Informant Firms by Whether Their Sales are Expected to Increase in the Next Five Years



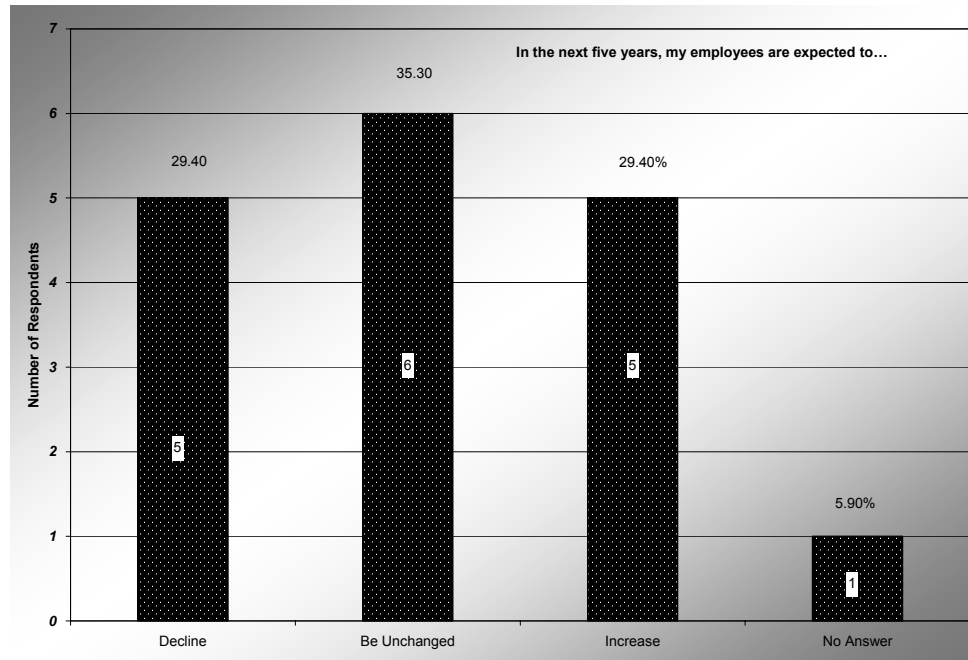
From Figure 50 and Appendix Table F10, one observes that approximately three-quarters of businesses in the sample increased the number of people that they have hired in the last five years. One firm did not change its employment levels over this time period and 3 firms did not answer the question.

Figure 50: Distribution of Key Informant Firms by Whether Their Employees have Increased in the Last Five Years



As illustrated in Figure 51 and Appendix Table F11, firms were more or less equally split on whether they were expecting their employment to increase or decrease in the next five years.

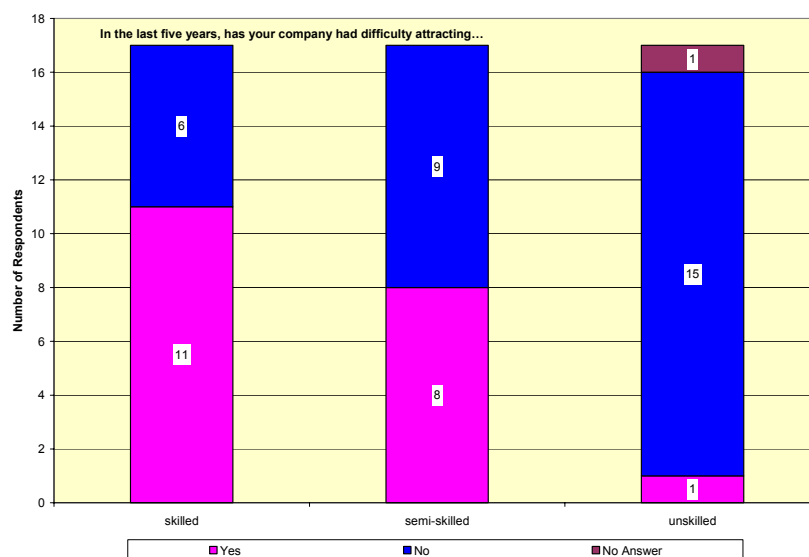
Figure 51: Distribution of Key Informant Firms by Whether Their Employees are Expected to Increase in the Next Five Years



From Figure 52 and Appendix Tables F12, F14 and F16, more firms had difficulty attracting skilled and semi-skilled employees than reported that they had trouble finding unskilled employees. For example, two-thirds of firms report having experienced trouble hiring skilled workers, while 47% of firms had difficulty hiring semi-skilled workers, but only one firm reported difficulty attracting unskilled workers.

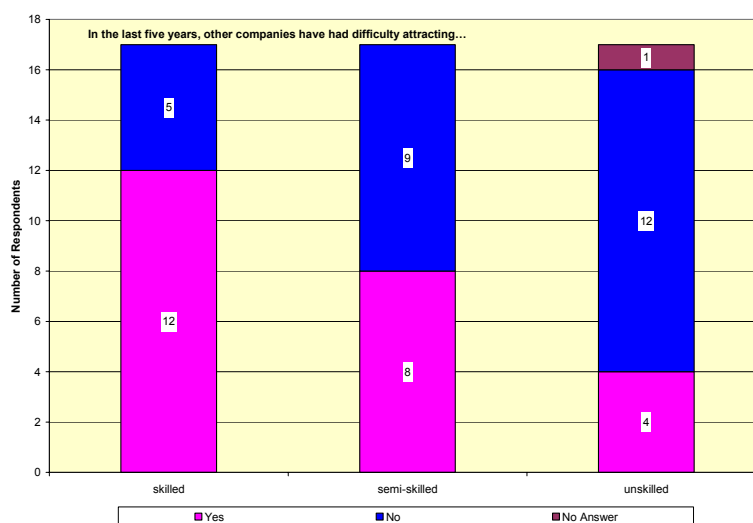
Appendix Tables F13, F15 and F17 provide the reasons offered by the respondents for their difficulty in hiring skilled, semi-skilled and unskilled workers. Very few reasons were offered for the difficulty in attracting skilled and semi-skilled labour, but they were concerned with a general shortage of qualified workers with the specific skilled needed. There were no reasons suggested for not being able to attract unskilled workers.

Figure 52: Distribution of Key Informant Firms by Whether the Business had Difficulty Hiring Skilled, Semi-Skilled & Unskilled Workers in the Last Five Years



Similar patterns were reported by respondents when they were asked whether they were aware of other companies or organizations that had difficulty hiring labour in the last five years. The results provided in Figure 53 and Appendix Tables F18, F19 and F20 show that 71% and 47% of respondents were aware of other firms having difficulty hiring skilled and semi-skilled workers, respectively. This is almost identical to the proportion of firms (65% and 47%, respectively) that reported that their own firm had difficulty hiring skilled and semi-skilled workers. This indicates that the problem is perceived to be more widespread than being confined to the firms surveyed. Only 24% of respondents reported that they were aware of other businesses having difficulty hiring unskilled workers in the last five years.

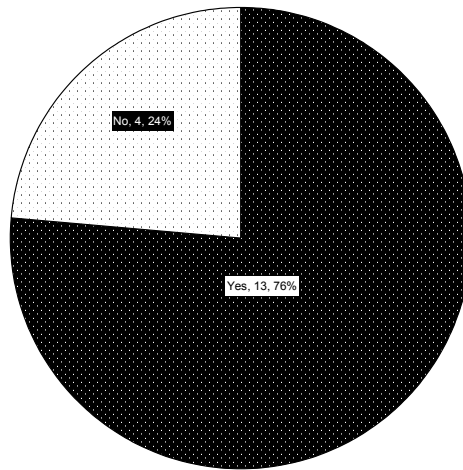
Figure 53: Distribution of Key Informant Firms by Whether the Business was Aware that Other Companies or Organizations had Difficulty Hiring Skilled, Semi-Skilled and Unskilled Workers in the Last Five Years



More than three-quarters of firms (76%) indicated that they had hired workers from other provinces in the last five years. This information is contained in Figure 54 and Appendix Table F21.

Figure 54: Distribution of Key Informant Firms by Whether the Business Hired Workers from Other Provinces in the Last Five Years

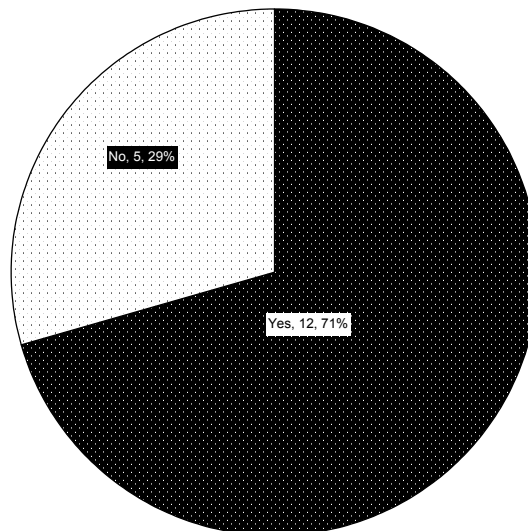
In the last five years, my company hired workers from other provinces.



As illustrated in Figure 55 and Appendix Table F22, 71% of the sample hired New Canadians or international workers in the last five years.

Figure 55: Distribution of Key Informant Firms by Whether the Business Hired New Canadians or International Workers in the Last Five Years

In the last five years, my company hired New Canadians or international workers.



Even for those firms that hired New Canadians or international workers, these workers represent a small share of the businesses workforce. As demonstrated in Figure 56 and Appendix Table F23, for 53% of those firms that hired New Canadians or international

workers, this group of employees made up 10% or less of their workforce. However, 41% of respondents did not answer this question.

Figure 56: Distribution of Key Informant Firms that Hired New Canadians or International Workers in the Last Five Years by Percentage of Workforce that is Composed of this Group

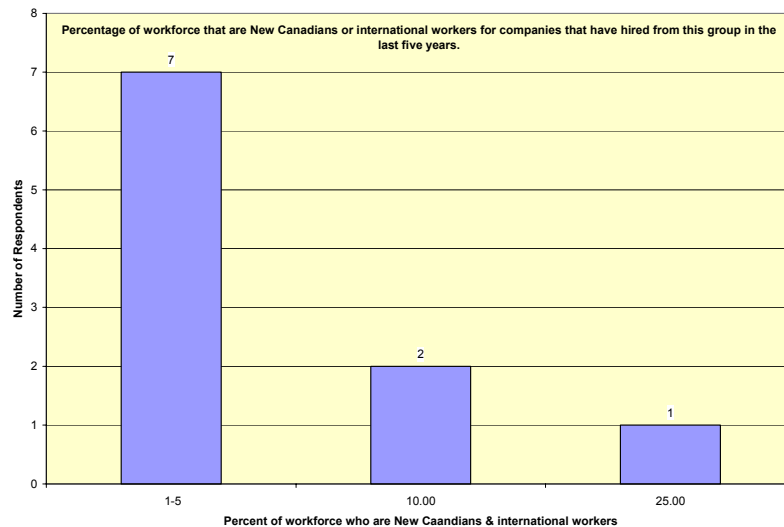
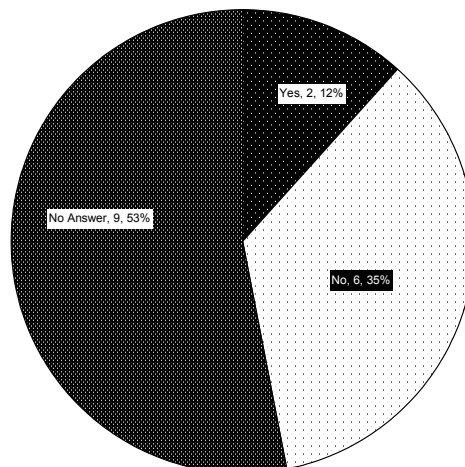


Figure 57 and Appendix Table F24 shows that only 2 of the businesses that did not hire New Canadians or international workers had received an application from this group of workers in the last five years.

Figure 57: Distribution of Key Informant Firms by Whether the Businesses that did not Hire New Canadians or International Workers in the Last Five Years had Received Applications From this Group

In the last five years, my company did not hire New Canadians or international workers but received application for employment from this group.



Only 18% or 2 firms indicated that their experience with New Canadians and international workers was not positive, see Figure 58 and Appendix Table F25.

Figure 58: Distribution of Key Informant Firms by Whether the Businesses that did Hire New Canadians or International Workers in the Last Five Years had a Positive Experience with the New Canadian or International Worker

In the last five years, my company did hire New Canadians or international workers and our experience with this group was positive.

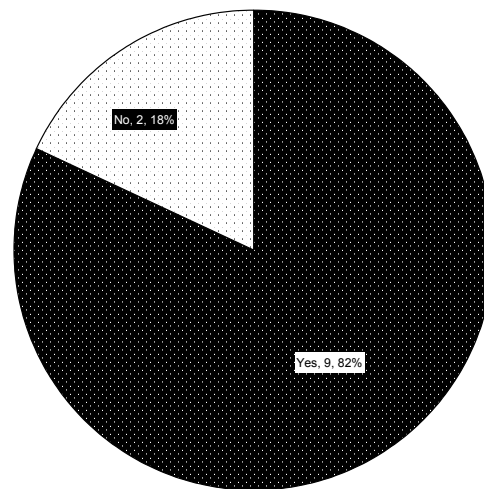
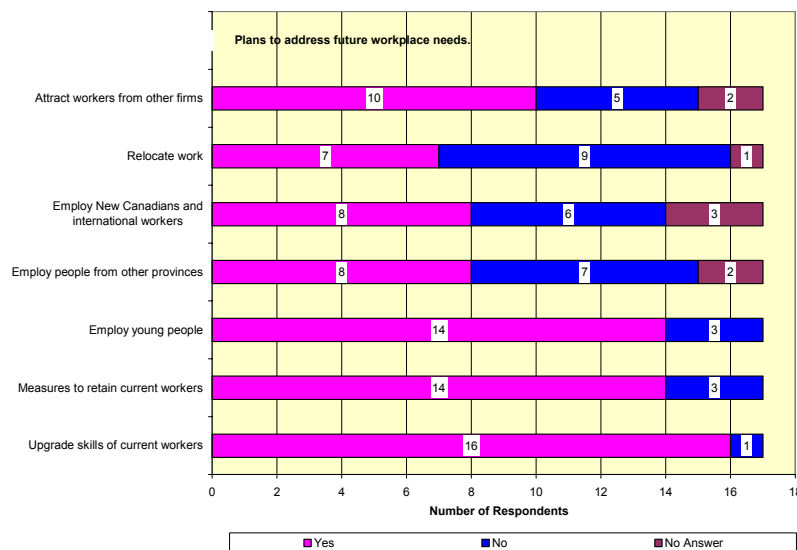


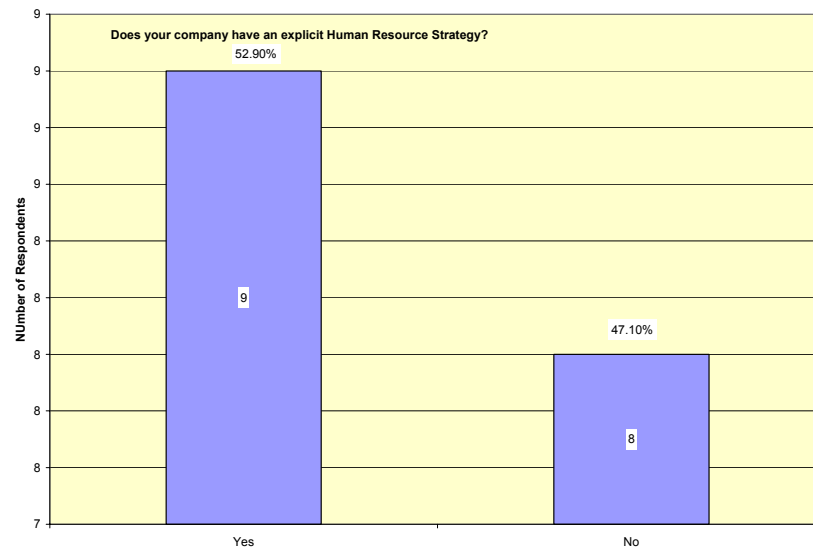
Figure 59 and Appendix Tables F26 to F32 describe how firms plan to deal with their future workplace needs. All but one firm (94%) were planning to upgrade skills, while 82% of firms indicated retention of existing workers and hiring your workers was part of their strategies for dealing with future workplace needs. Approximately 60% of firms are hoping to be able to attract worker from other firms, whereas 47% of firms were planning to recruit workers from other provinces or internationally. Finally, 41% of firms were considering relocating work to meet their future needs.

Figure 59: Distribution of Key Informant Firms by How They are Planning to Deal with Their Future Workplace Needs



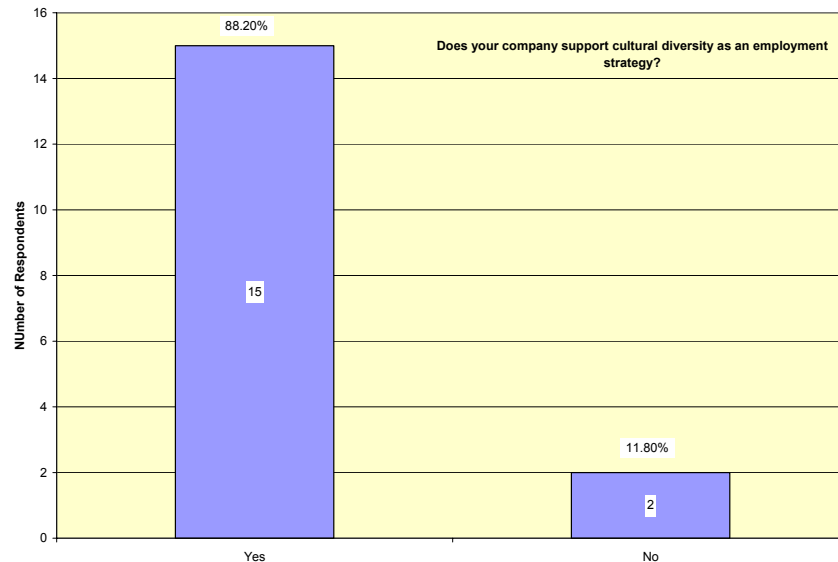
More than one-half (53%) of firms surveyed had an explicit Human Resource Strategy, see Figure 60 and Appendix Table F34.

Figure 60: Distribution of Key Informant Firms by Whether They have an Explicit Human Resource Strategy



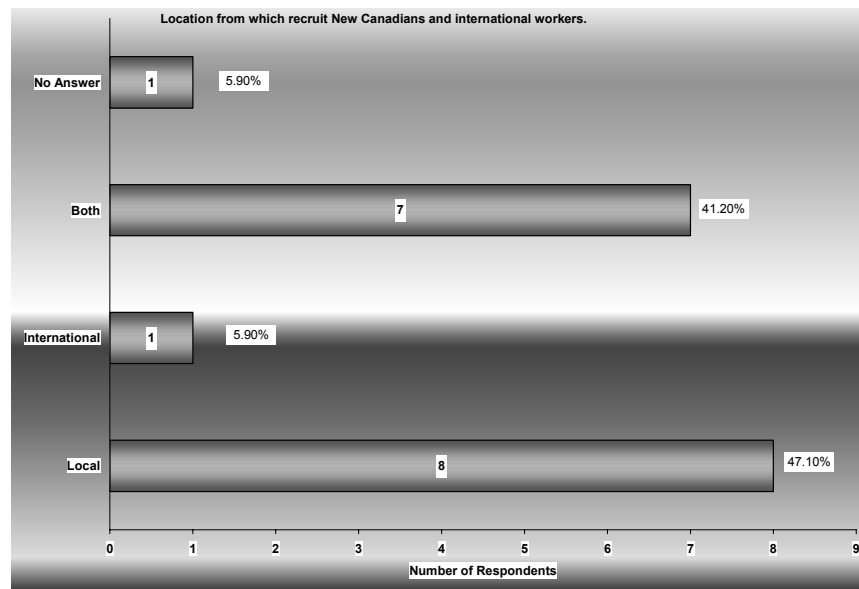
On the other hand, from Figure 61 and Appendix Table F35, one observes that 88% of firms responded that they support cultural diversity as an employment strategy.

Figure 61: Distribution of Key Informant Firms by Whether They Support Cultural Diversity as an Employment Policy



Given the high number of firms that indicate that they support cultural diversity as an employment strategy, only 6% of firms report in Figure 62 and Appendix Table F36 that they recruit employees internationally and another 41% indicate that they recruit both internationally and locally. This is compared to 47% of firms that suggest they recruit only locally.

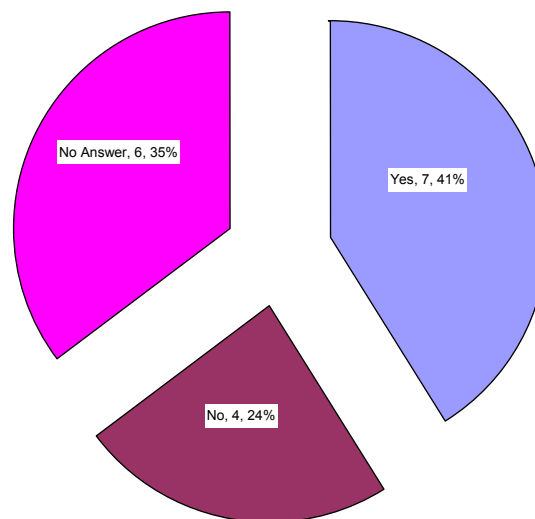
Figure 62: Distribution of Key Informant Firms by Whether They Support Cultural Diversity as an Employment Policy and the Location from which They Recruit New Canadians and International Workers



Forty-one percent of respondents noted, see Figure 63 and Appendix Table F37, that their community had trouble attracting medical personnel.

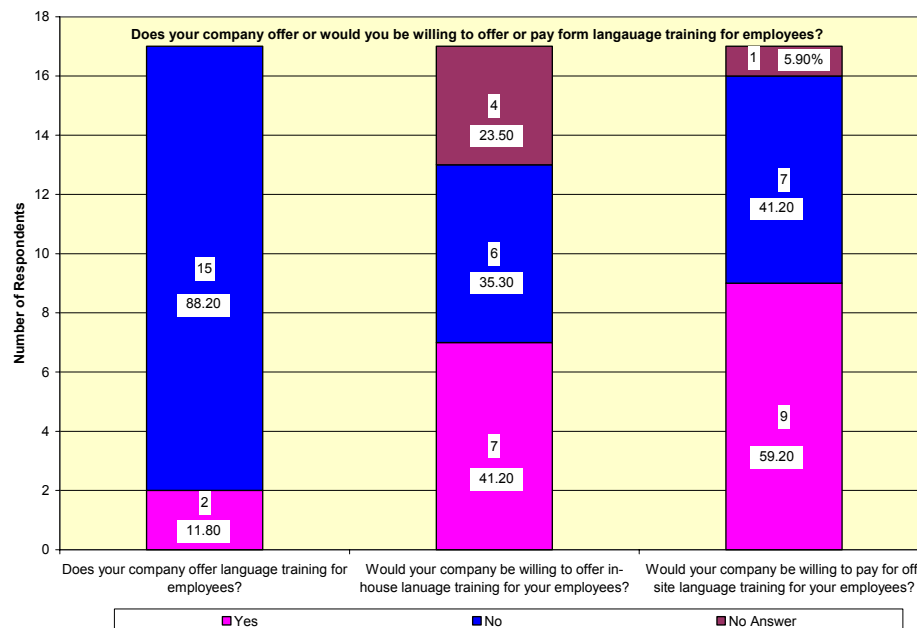
Figure 63: Distribution of Key Informant Firms by Whether Their Community had Trouble Attracting Medical Personnel

Has your community had trouble attracting medical personnel?



As shown in Figure 64 and Appendix Tables F38, F39 and F40, 12% of businesses offer language training, 41% would offer language training on-site and 53% would pay for off-site language training.

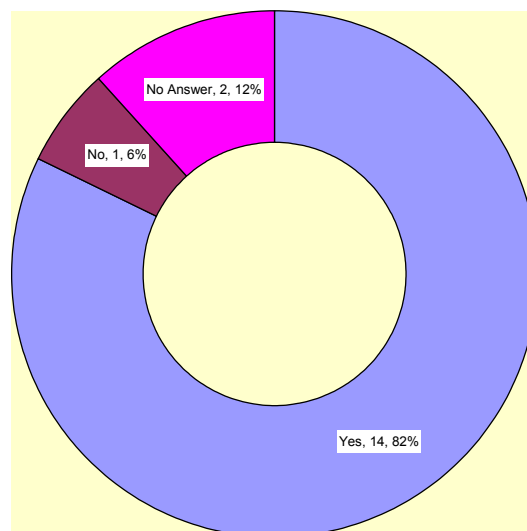
Figure 64: Distribution of by Whether They Offer or would be Willing to Offer Language Training for Employees



If incentives were offered, 82% of firms, as shown in Figure 65 and Appendix Table F41, would be willing to hiring New Canadians and international workers.

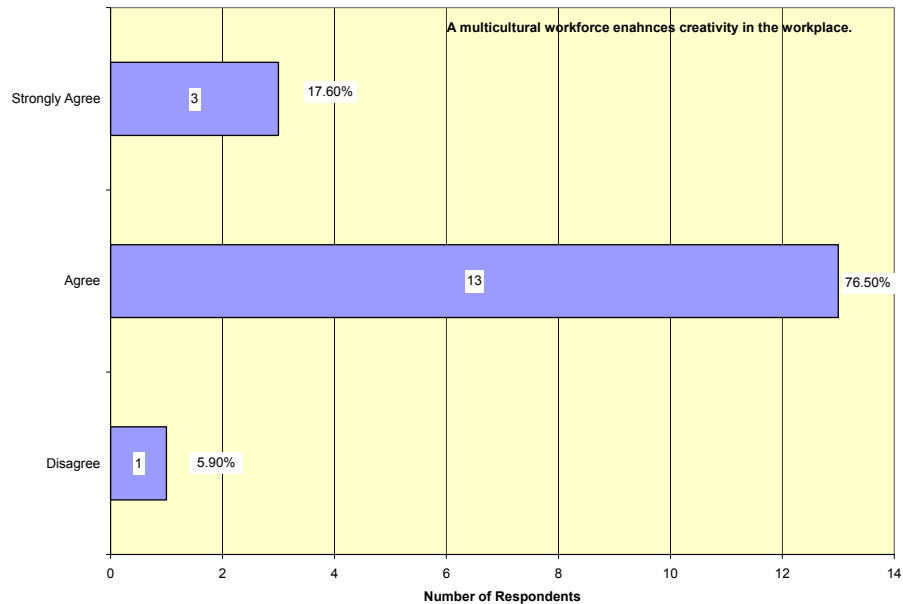
Figure 65: Distribution of Key Informant Firms by Whether They would be Willing to Hire New Canadians and International Workers If There were Incentives

Would your company be willing to hire New Canadians and international workers if there were incentives?



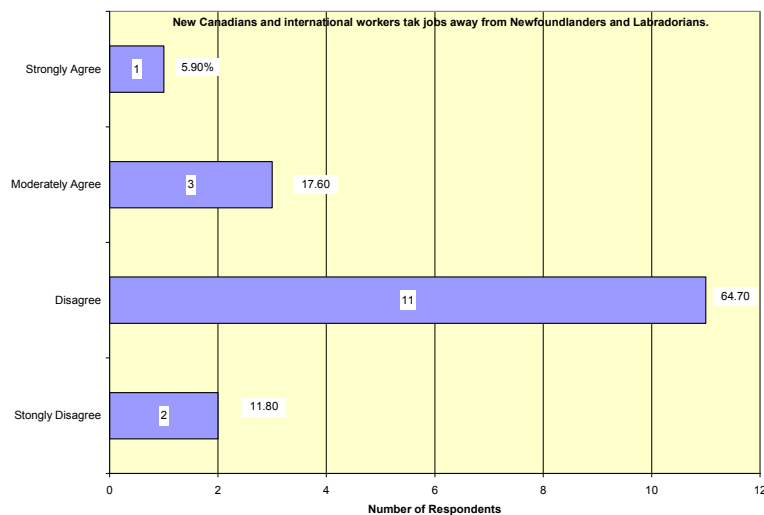
Interestingly, from Figure 66 and Appendix Table F42, 94% of respondents agree or strongly agree that a multicultural workforce enhances creativity in the workplace, while less than 6% of respondents disagree with this statement.

Figure 66: Distribution of Key Informant Firms by Whether They Agree that a Multicultural Workforce Enhances Creativity in the Workplace



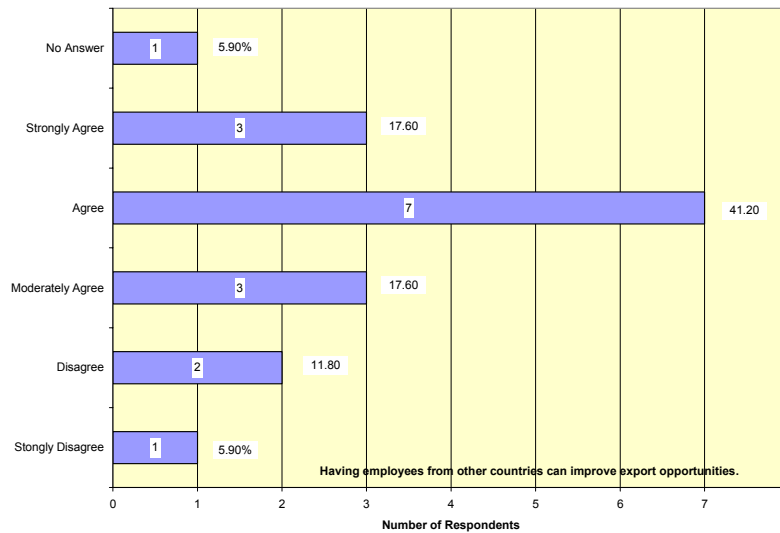
From Figure 67 and Appendix Table F43, one observes that almost one-quarter of businesses surveyed responded that New Canadians and international workers were taking jobs away from Newfoundlanders and Labradorians. However, more than three-quarters (76.5%) of the respondents reported that they disagreed with this statement.

Figure 67: Distribution of Key Informant Firms by Whether They Agree that New Canadians and International Workers Are Taking Jobs Away From Newfoundlanders and Labradorians



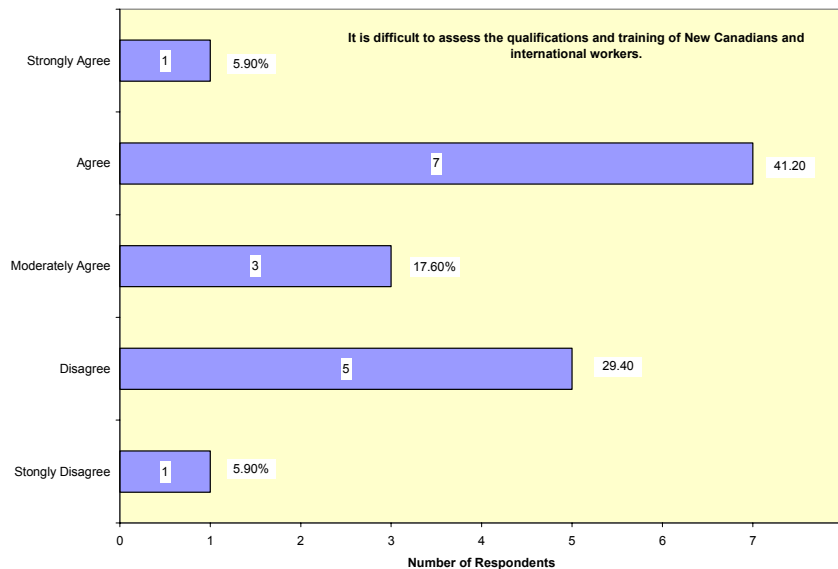
On a positive note, Figure 68 and Appendix Table F44 reveal that three-quarters (76.4%) of the respondents thought that having employees from other countries improved export opportunities because of the linkages with their country of origin. Yet, 18% of the businesses did not see a link between hiring New Canadians and international workers and enhanced export opportunities.

Figure 68: Distribution of Key Informant Firms by Whether They Agree that Employees from Other Countries Improves Export Opportunities (Because of Linkages with Their Country of Origin)



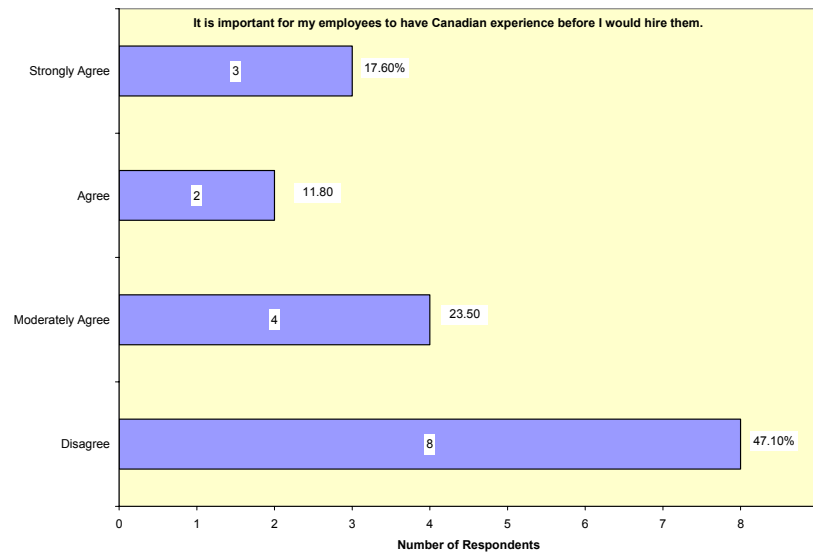
As indicated in Figure 69 and Appendix Table F45, 65% of respondents agreed that it is difficult to assess the qualifications and training of New Canadians and international workers, while 35% of the respondents disagreed.

Figure 69: Distribution of Key Informant Firms by Whether They Agree that it is Difficult to Assess the Qualifications and Training of New Canadians and International Workers



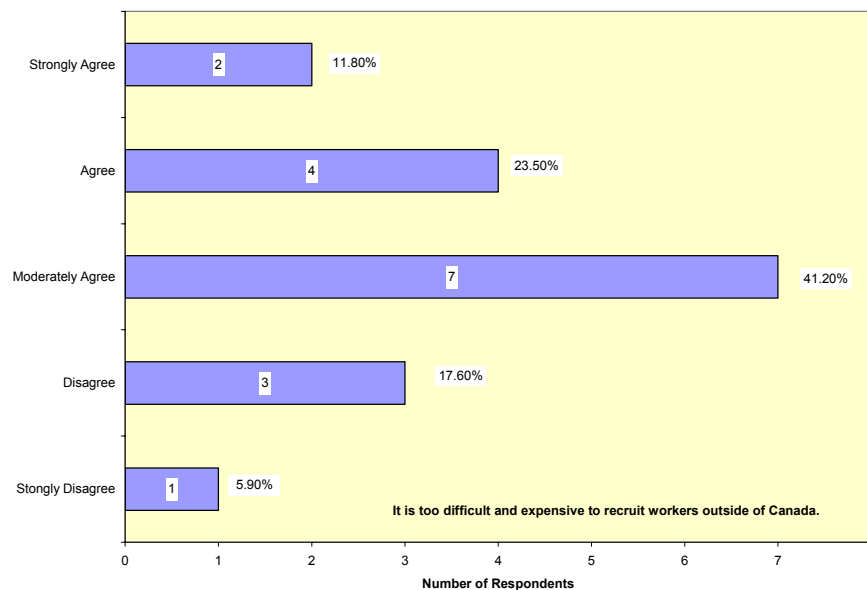
Firms were more or less split on whether employees needed Canadian experience before their firm could hire them. Specifically, Figure 70 and Appendix Table F46 show that 70% of respondents did not feel that Canadian experience was needed, while 30% indicated that Canadian experience was a prerequisite to being hired with their firm.

Figure 70: Distribution of Key Informant Firms by Whether They Agree that it is Important for Workers to have Canadians Experience Before They can be Hired by My Firm



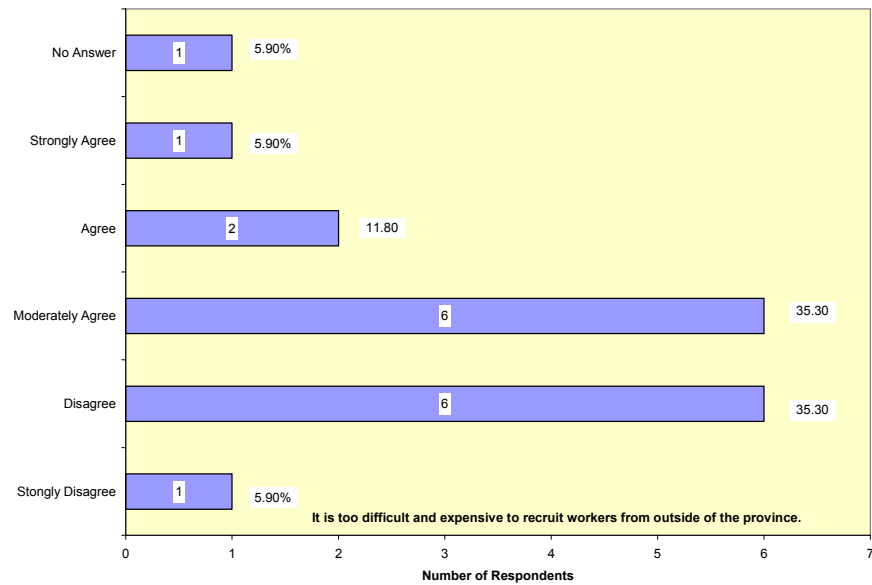
The majority of respondents (76.5%), as indicated in Figure 71 and Appendix Table F47, suggested that it was too difficult and expensive to recruit outside of Canada.

Figure 71: Distribution of Key Informant Firms by Whether They Agree that it is Too Difficult and Expensive to Recruit Workers Outside of Canada



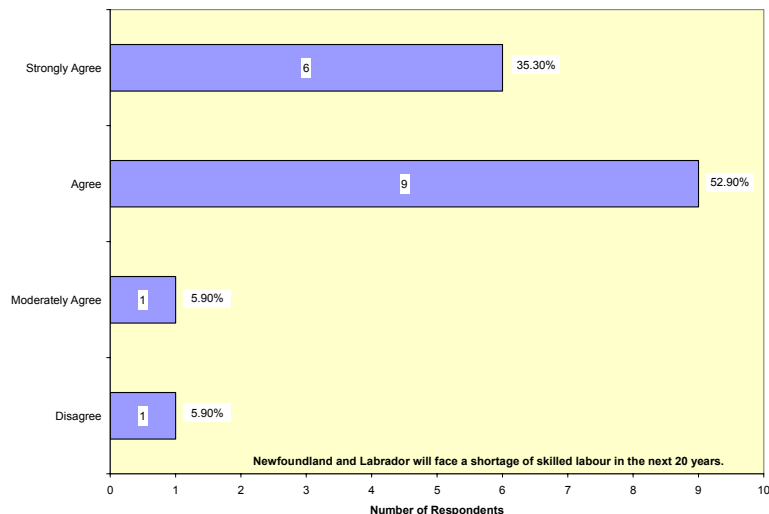
While the percentage of respondents who felt that it was too difficult and expensive to recruit outside of the province was lower than those that felt its was too difficult and expensive to recruit outside of the country, there were still more than 53% who felt that it was too expensive to recruit outside of the province, see Figure 72 and Appendix Table F48.

Figure 72: Distribution of Key Informant Firms by Whether They Agree that it is Too Difficult and Expensive to Recruit Workers Outside of the Province



From the information presented in Figure 73 and Appendix Table F49, it is clear that the majority of respondents expect that Newfoundland and Labrador will be facing a shortage of skilled labour in the next 10 to 20 years. Specifically, 94% of the respondents agreed that the province will face a skilled labour shortage within the next 20 years. Alternatively, only 6% appeared not to believe that skilled labour shortage was eminent.

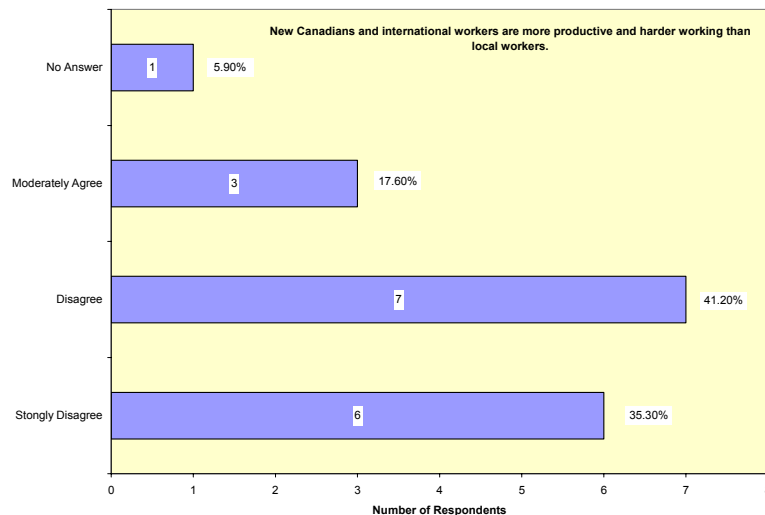
Figure 73: Distribution of Key Informant Firms by Whether They Agree that Newfoundland & Labrador will face a Shortage of Skilled Labour within 20 Years



When asked whether they agreed that New Canadians and international workers were more productive than local workers, 76.5% of respondents indicated that they disagreed with the statement. In fact, less than 20% of the businesses believed that New Canadians

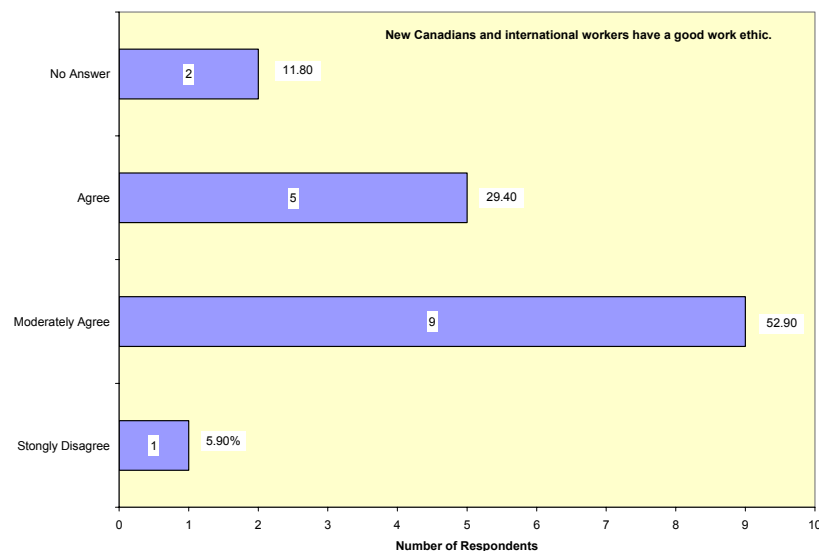
and international workers were more productive than local workers. These data are profiled in Figure 74 and Appendix Table F50.

Figure 74: Distribution of Key Informant Firms by Whether They Agree that New Canadians and International Workers are More Productive and Hard Working than Local Workers



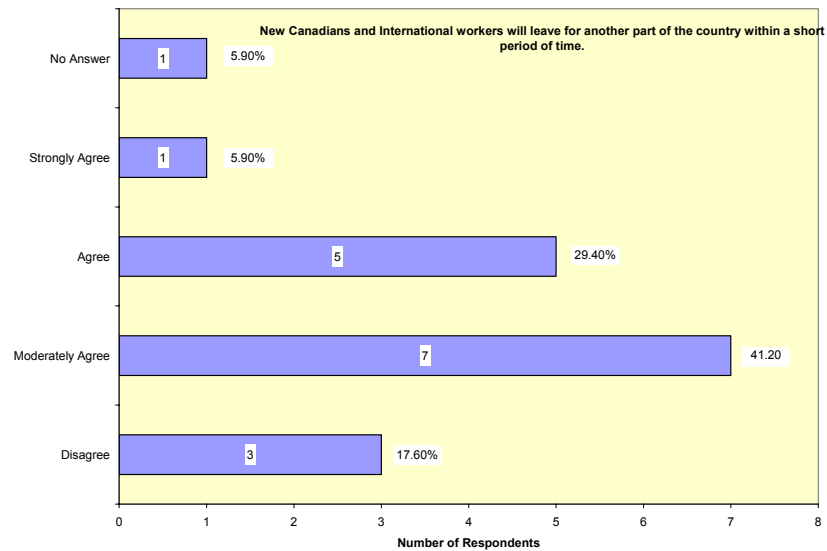
When asked whether they agreed that New Canadians and international workers had a good work ethic, as illustrated in Figure 75 and Appendix Table F51, 12% of the respondents chose not to answer this question. Only 6% of respondents disagreed with this opinion and 82% agreed that this group of workers had a good work ethic.

Figure 75: Distribution of Key Informant Firms by Whether They Agree that New Canadians and International Workers have a Good Work Ethic



As demonstrated in Figure 76 and Appendix Table F52, 77% of businesses have concerns that New Canadians and international workers would leave for another part of the country within a short period of time. Only 18% disagreed with this view.

Figure 76: Distribution of Key Informant Firms by Whether They Agree that New Canadians and International Workers Will Leave for Another Part of the Country Within a Short Period of Time



As shown in Figure 77, 29.4% of respondents believed that New Canadians and international workers will work for less pay than local workers, whereas 58.8% of respondents offered the contrary view.

Figure 57: Distribution of Key Informant Firms by Whether They Agree that New Canadians and International Workers Will Work for Less Pay Than Local Workers

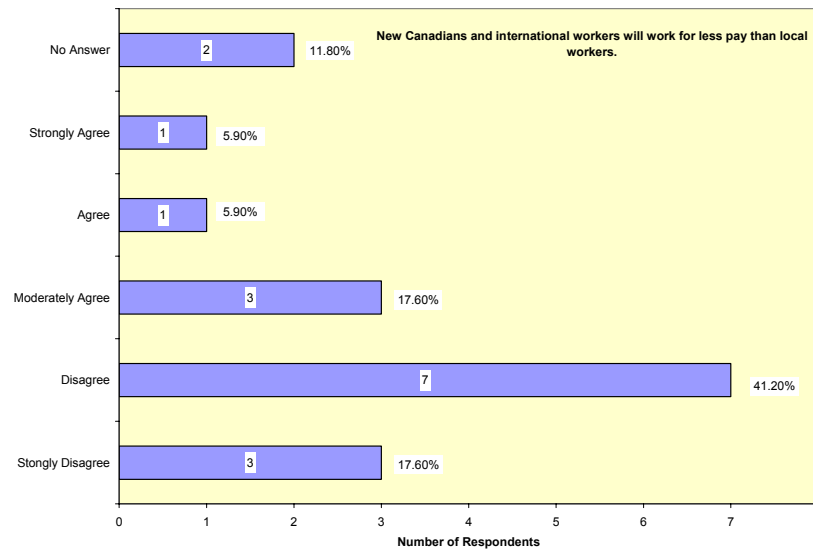
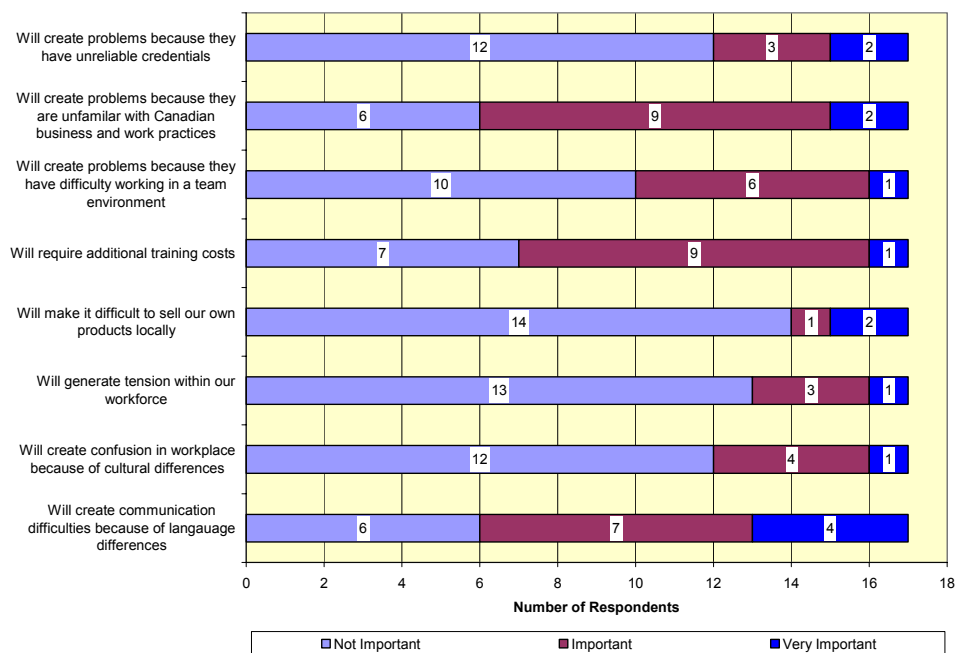


Figure 78 and Appendix Tables F54 to F61 presents the information derived from the survey with respect to the challenges perceived by local businesses in integrating New Canadian and international workers into their workplace. The barriers ranked in terms of their importance, as reflected by the percentage of the respondents who suggested that the challenge was either important or very important, are:

1. communication difficulties because of language – 64.7% felt it was important or very important;
2. being unfamiliar with Canadian business and work practices will create problems – 64.7% responded that it was important or very important;
3. will require additional training costs – 58.8% felt it was important or very important;
4. having difficulty working in a team environment – 41.2% noted it was important or very important;
5. cultural difference can create confusion in the workplace – 29.4% suggested that this was important or very important;
6. it may create tensions within the workplace – 23.5% reported it was important or very important;
7. having unreliable credentials – 17.6% felt it was important or very important; and
8. it would make it difficult to sell own products locally – 6% considered it was important or very important.

Figure 78: Distribution of Key Informant Firms by Challenges in Integrating New Canadians and International Workers into Their Workplace



As Figure 79 and Appendix Table F63 demonstrate, 76% of respondents report that they were unaware of provincial and federal programs that assist New Canadians and international workers to integrate into local labour markets.

Figure 79: Distribution of Key Informant Firms by Whether They were Aware of Either Provincial or Federal Programs to Assist New Canadians to Integrate into the Local Labour Force

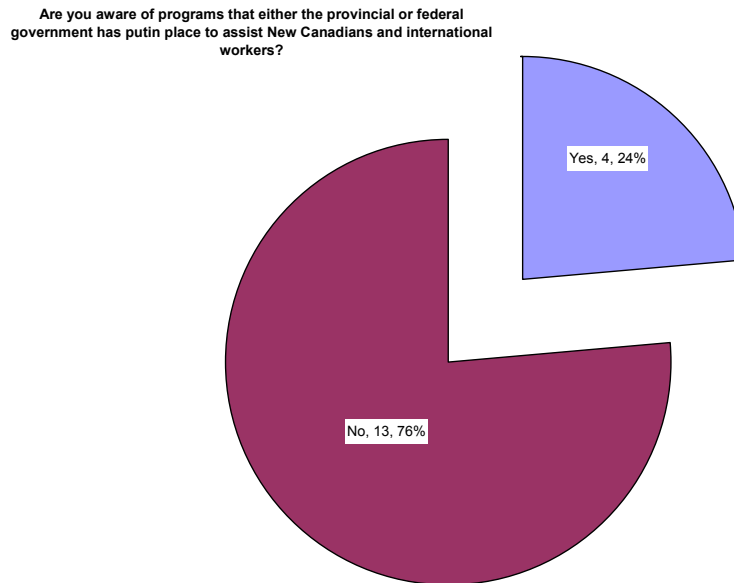
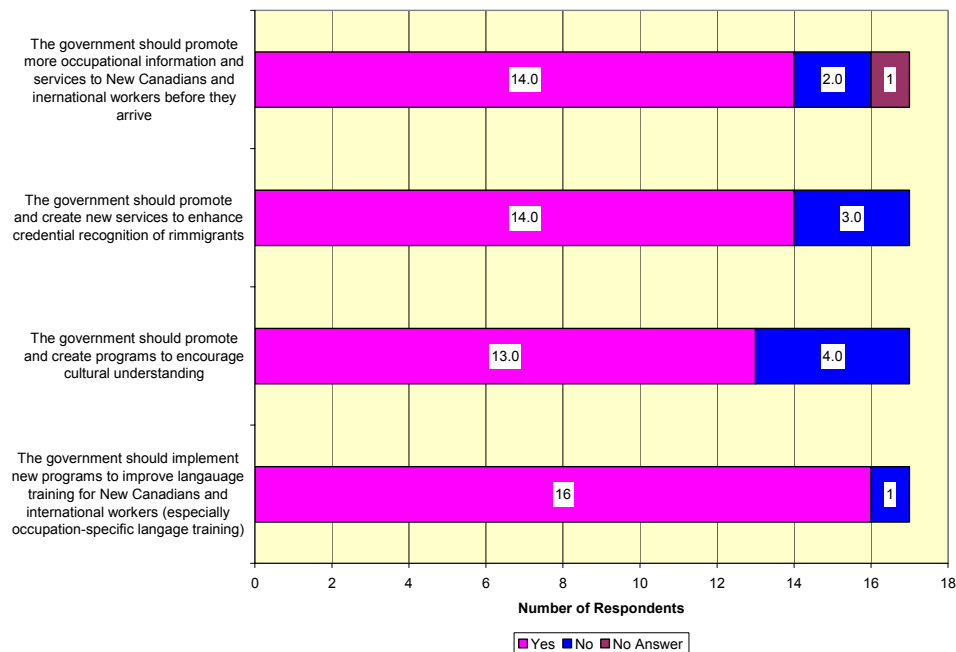


Figure 80 and Appendix Tables F64 to F67 summarize the views of the respondents with respect to further actions that government might take to improve the integration of New Canadians and international workers into the local labour market. Approximately 85% of the respondents suggested that government should improve language training for New Canadians and International workers, especially occupational specific language training. More than three-quarters of the respondents felt that the government should promote and create programs to encourage cultural understanding. As well, about three-quarters responded that government should promote and create programs to enhance credential recognition for immigrants. Finally, 94% of the respondents indicated that government should provide more occupational information and services to New Canadians and international workers before they arrive.

Figure 80: Distribution of Key Informant Firms by Their Views on What Else the Government can do to Improve the Integration of New Canadians and International Workers into the Labour Force



Appendix Tables F68 and F69 provides the three most positive and negative things about hiring New Canadians and international workers that were identified by respondents. Among the positive things identified, attitude and work ethic, skills and experience and cultural diversity were the most suggested reasons. Communication and language issues were identified as the most significant negative thing about hiring New Canadians and international workers.

6. Comparison of Random Sample and Key Informant Survey Results

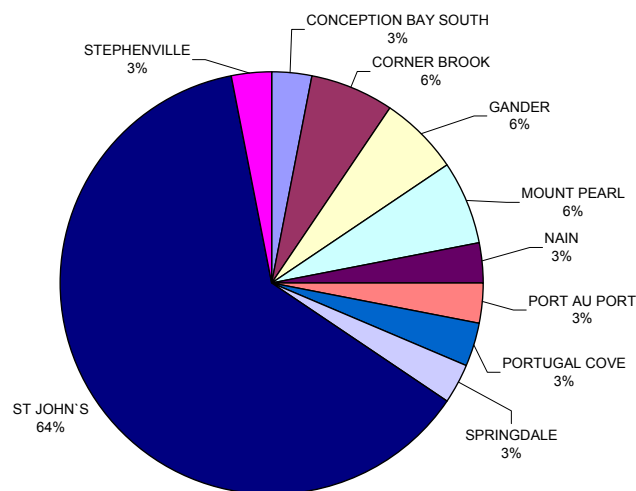
A series of cross tabulations were run for firms in the random sample and the key informant who had hired New Canadians and international workers in the last five years. The detailed results of this analysis are presented in the Appendix G. These two groups are very similar in how they responded to each of the questions. While there are differences, the similarities between the two groups is striking.

7. St. John's in Isolation - Select Indicators from the Random Sample

At the request of the client, it was decided to isolate St. John's from the other areas of the province. By segmenting the province in this way, it is possible to determine whether public policy that results from this analysis ought to be direct primarily at businesses in St. John's or should have more of a province-wide focus. A select number of cross tabulations for St. John's versus the rest of the province are attached in Appendix H.

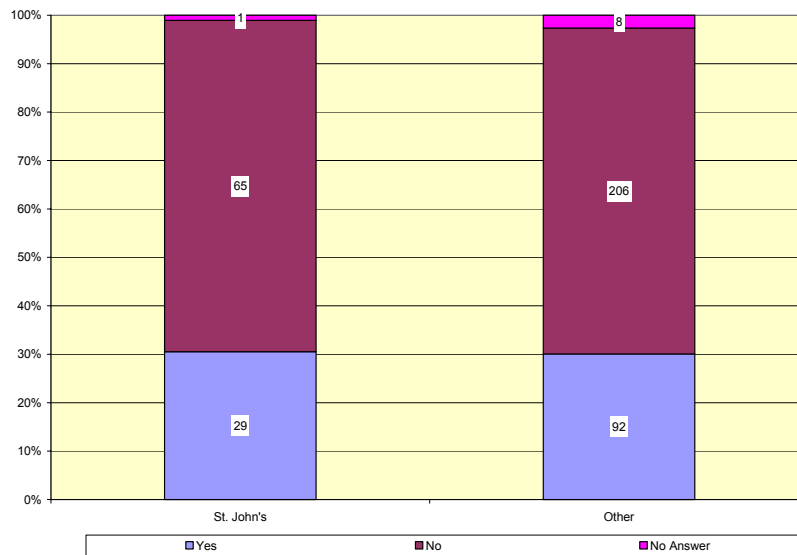
Figure 81 shows that 64% of the firms who reported hiring New Canadians and international workers were located in St. John's. The other one-third of the hires are located in some of the larger communities throughout the province, but no communities outside of St. John's accounts for more than a couple of hires.

Figure 81: Location of the 32 Firms in the Random Sample that Reported Hiring new Canadians or International Workers



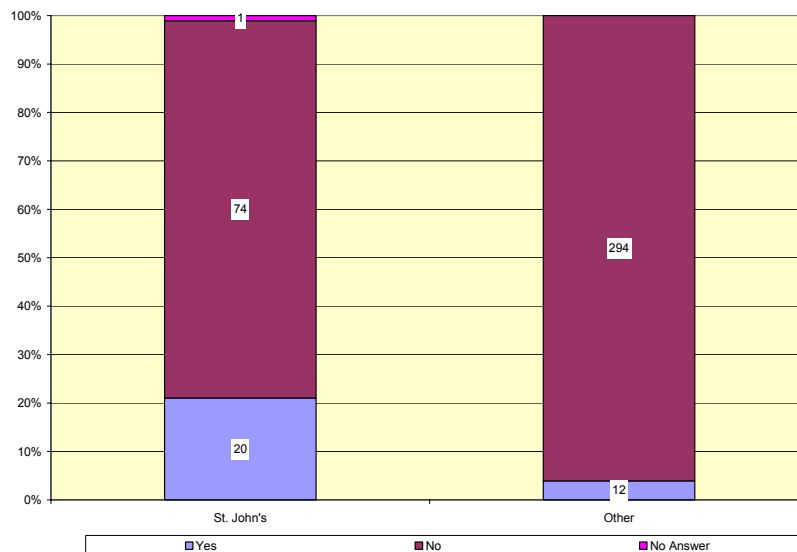
When one examines whether there is a difference in the reported ability of businesses to attract skilled workers, Figure 82 and Appendix Table H1 demonstrate that there is no real difference between firms' ability to attract skilled workers. About 30% of the firms in St. John's report problems with hiring skilled workers, which corresponds to the 30% reported throughout the rest of the province.

Figure 82: Distribution of Firms by Whether they had Difficulty Attracting Skilled Workers in the Last Five Years – St. John’s Relative to Other Parts of the Province



However, from Figure 83 and Appendix Table H2, one observes that 21% of the firms randomly surveyed in St. John’s have hired New Canadians or international workers in the last five years, whereas only 4% of the firms surveyed in the rest of the province indicate that they had hired a New Canadian or international worker during this period.

Figure 83: Distribution of Firms by Whether they had Hired New Canadians or International Workers in the Last Five Years – St. John’s Relative to Other Parts of the Province



Interestingly, when asked whether they were planning to hire New Canadians or international workers in the next five years, there is a closer correspondence between St. John's and the rest of the province. For example, as presented in Figure 84 and Appendix Table H3, 24% of businesses in St. John's indicate that they are planning to hire New Canadians or international workers, while 19% of businesses in the rest of the provinces that they also plan to hire New Canadians or international workers.

Figure 84: Distribution of Firms by Whether they are Planning to Hire New Canadians or International Workers in the Next Five Years – St. John's Relative to Other Parts of the Province

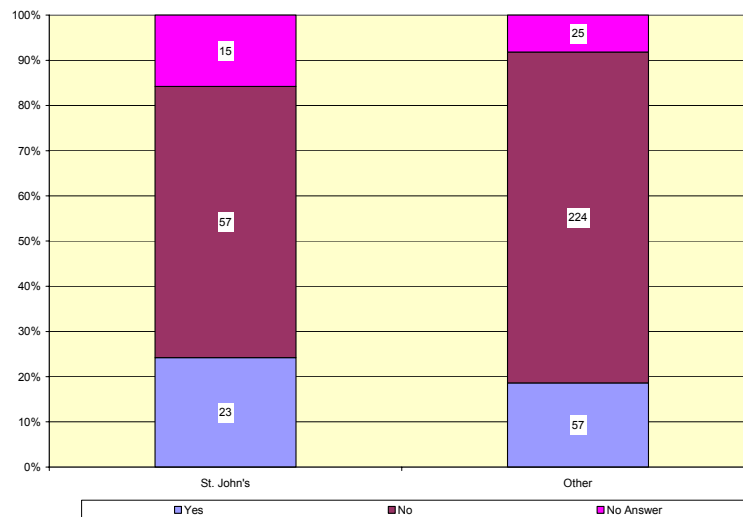
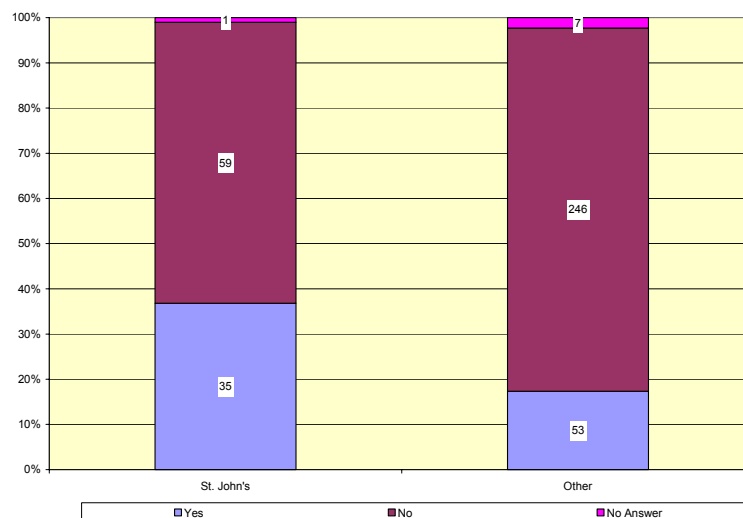


Figure 85 and Appendix Table H4 illustrate that 37% of the St. John's firms and 17% of the firms in the rest of the economy report having an explicit Human Resource Strategy.

Figure 85: Distribution of Firms by Whether they an Explicit Human Resource Strategy – St. John's Relative to Other Parts of the Province



There is not much of a difference between St. John's businesses and businesses located in the rest of the province in terms of their support of cultural diversity as an employment policy. For instance, Figure 86 and Appendix Table H5 show that 84% of St. John's firms and 77% of firms in the rest of the province support cultural diversity as an employment policy.

Figure 86: Distribution of Firms by Whether they Support Cultural Diversity as an Employment Policy – St. John's Relative to Other Parts of the Province

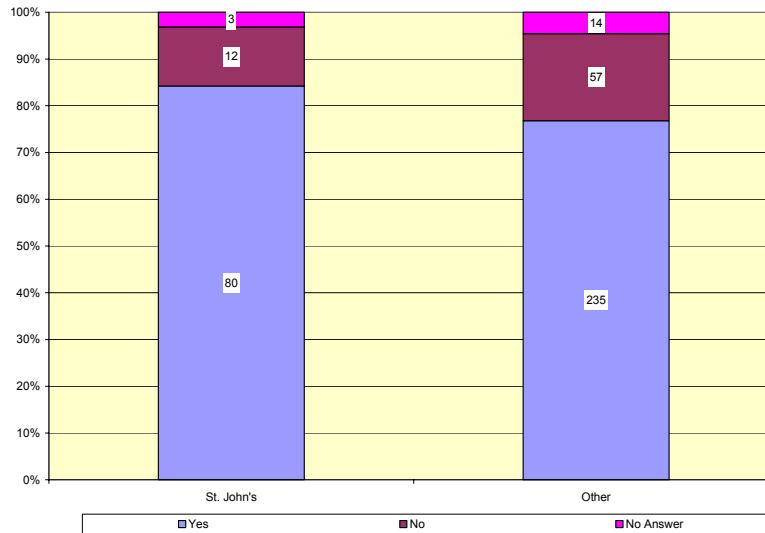
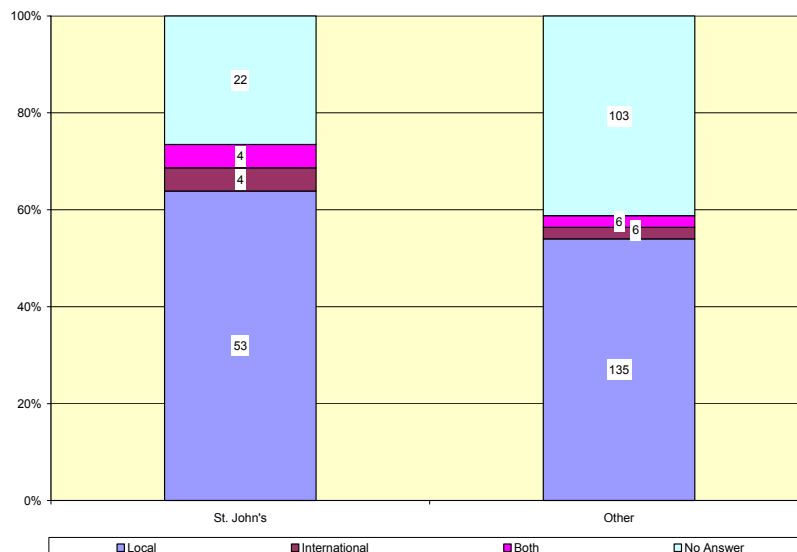


Figure 87 and Appendix Table H6 indicate that 10% of St. John's firms indicate that they recruit internationally or both locally and internationally. The corresponding figure for firms elsewhere in the province is 5%.

Figure 87: Distribution of Firms by Where they recruit Workers – St. John's Relative to Other Parts of the Province



8. Summary and Conclusion

Although the results of the survey are varied and detailed, an interesting story emerges when one looks for the overall themes in the data. The results of the surveys undertaken in this study and the associated analyses indicate that Newfoundland and Labrador firms have had some difficulty attracting skilled workers in the last five years and expect that there will be a more pronounced skilled labour shortage in Newfoundland and Labrador within the next 20 years.

While less than 10% of the firms in the random sample had employed New Canadians or international workers in the last five years and New Canadians and international workers make up less than 10% of the workforce in the firms that hire them, there may be good reasons for the lack of penetration of this group of workers into the Newfoundland and Labrador labour force. For instance, most firms in the random sample recruit predominantly from the local labour market and very few of the firms that did not hire New Canadians or international workers had even received an application from this group. In other words, local firms were not actively recruiting in those markets where New Canadians and international workers reside nor were potential employees from this group applying for jobs with local firms. Consequently, there is very little contact between the New Canadians and international workers who might want a job with a Newfoundland and Labrador business and local firms who may need the skills and experience that New Canadians and international workers have to offer. This lack of contact is compounded by the fact that, despite accepting that New Canadians and international workers have a good work ethic, the businesses surveyed did not see a labour cost advantage to hiring New Canadians and international workers in that they were neither perceived to be more productive than local workers nor was it expected that New Canadians and international workers would accept a job for lower pay than local workers. Furthermore, local businesses indicated that recruitment and training costs would be higher with New Canadians and international workers than for local workers, especially as it relates to language barriers. In addition, the perceived disincentive effects associated with hiring New Canadians and international workers was exacerbated by the belief that New Canadians and international workers will only stay in the local labour market for a short period of time before moving on to bigger centers. Hence, while local firms have experienced shortage of skilled workers, the economic argument for hiring New Canadians and international workers is not as compelling as it might appear to be on the surface. Local firms appear to believe that there is no difference in productivity or wages associated with hiring New Canadians and international workers to meet the firms' skill shortages and that there may be extra training and recruitment costs that the firm may not be able to recoup because this group of workers may not stay in Newfoundland and Labrador very long.

Other findings from the survey are worth highlighting: (1) the overwhelming majority of firms (97%) who hired New Canadians and international workers reported that their experience with these workers was positive; (2) approximately 35% of the negative responses that were received from firms that had not hired New Canadians and international workers in the last five years related to concerns local labour should be

hired before workers from elsewhere are hired. This last result is somewhat surprising because it did not show up as a major challenge for integrating new Canadians and international workers into the workforce. However, these findings are not necessarily inconsistent given that New Canadians and international workers may be hired to fill shortages that cannot be satisfied from the local labour pool. Although everything else the same, Newfoundland and Labrador businesses may prefer to hire from the local labour market. Yet, when faced with shortages of Newfoundland and Labrador workers with the requisite skills and experiences, local firms fill the skill gap with qualified New Canadians and international workers; (3) local business would hire New Canadians and international workers if there were incentives in place, presumably sufficient to overcome the additional training and recruitment costs noted by respondents; and (4) most businesses surveyed were not aware of current programs in place designed to improve the ability of New Canadians to integrate into the local labour market and argued that all levels of government have a stronger role to play, especially in terms of language training.

Turning now to the more detailed findings, one observes that the largest group of survey respondents came from Zone 19, which was very similar to the proportion of firms from the Business Registry found in Zone 19. Most of the firms have been operating for more than 10 years, have less than 10 employees and have most of their sales oriented toward the local market. As well, most of the firms were experiencing growth in sales and employment and were expecting that to continue into the future.

Approximately 30% of the firms have experienced difficulties with hiring skilled workers, while the same problem was not encountered with semi-skilled or unskilled workers. Only 17% of the firms had hired outside of the province in the last five years and 8% had hired internationally. Furthermore, for those hiring New Canadians and international workers, very few firms had more than 10% of their workforce from this group. Interestingly, 97% of firms that hired New Canadians and international workers had a positive experience with them.

In terms of dealing with future labour needs, only 20% of respondent indicated that they had planned to hire new Canadians and international workers. Also, while only 21% of firms have an explicit Human Resource Strategy, nearly 80% of firms support cultural diversity as an employment strategy. In addition, almost none of the firms offer language training and very few of the respondents would be willing to offer or pay for language training, but nearly 80% of the sample indicated that they would be willing to hire New Canadians and international workers if there were sufficient incentives in place.

Nearly three-quarters of the respondents agreed that a multicultural workforce enhances creativity in the workplace and that hiring New Canadians and international workers improved export opportunities. The majority of the respondents did not feel that the New Canadians and international workers were taking jobs away from Newfoundlanders and Labradorians and suggested that it would be too difficult and expensive to recruit nationally or internationally. However, when firms that did not hire New Canadians or international workers were considered separately, it is clear that 35% of the negative

comments received raised concerns that New Canadians and international workers would be taking jobs away from local people.

The sample was more or less evenly split on whether it was difficult to assess the qualifications and training of New Canadians and international workers and whether Canadian experience was required before New Canadians and international workers could be hired. Interestingly, the majority of the respondents agreed that Newfoundland and Labrador would be facing a shortage of skilled workers in the next 20 years.

The overwhelming majority of respondents did not feel that New Canadians and international workers were more productive than local workers, but the majority did consider that the group had a good work ethic and would not be willing to work for less pay than local workers. However, the majority of respondents indicated that the New Canadians and international workers would probably leave for another part of the country in a short period of time.

The survey respondents identified a number of challenges that they face in integrating New Canadians and international workers into the workforce. Difficulties associated with language difference and additional training costs were identified as the most important challenges. Other relatively important concerns were cultural differences, tensions in the workplace and unfamiliarity with Canadian business and work practices.

Based on the statistical analysis of the cross tabulations and chi-squared tests undertaken, there is a pattern in the responses of those firms who hire New Canadians. Coming out of the statistical analysis, we find that :

- firms that hire New Canadians and international workers are more optimistic about sales and employment and are more likely to have reported growing sales and employment in previous five years;
- firms that hire New Canadians and international workers were more likely to have problems attracting skilled workers;
- firms that hire New Canadians and international workers are more likely to have hired workers from other provinces; and
- firms that hire New Canadians and international workers are more likely to plan to: upgrade skills, increase employee retention, hire more workers from other provinces, hire more international workers, and attract workers from other firms, and are more likely to have an explicit Human Resource Strategy.

In addition, the statistical analysis demonstrated that both groups agree that:

- a multicultural workforce enhances creativity in the workplace;
- that having employees from other countries can improve export opportunities;
- it is too difficult and expensive to recruit workers outside of Canada;
- Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years;
- New Canadians and international workers have a good work ethic; and
- New Canadians and international workers will leave for another part of the country within a short period of time.

As well, neither group felt that that New Canadians and international workers take jobs away from Newfoundlanders and Labradorians. In addition, there is no statistical difference in behavior between those firms that hire New Canadians and international workers and those firms that do not with respect to assessing the qualifications and training of New Canadians and international workers. However, if you combine the responses into agree/disagree, 59% of the firms that hire New Canadians disagree and 62% of the firms that do not hire New Canadians agree that assessing the qualifications and training of New Canadians and international workers may be difficult.

In addition, the statistical analysis indicated that:

- there was disagreement with respect to the difficulty and expense of recruiting workers from outside of the province - 72 % of the firms that do not hire New Canadians agree compared to 48% of the firms that hire New Canadians and international workers;
- firms that hire New Canadians are more likely to disagree with the statement that Canadians and international workers will work for less pay than local workers, while firms that do not hire New Canadians are split;
- both groups felt that language differences make it difficult to communicate;
- both groups agreed that neither the statement “Cultural differences create confusion in the workplace” or “Hiring New Canadians and international workers will generate tensions within our workforce” were important;
- both groups felt that the statement “Hiring New Canadians and international workers will make it difficult to sell our own products locally” was not important;
- there was a difference of opinion when asked to respond to the statement “Hiring New Canadians and international workers will require incurring additional training costs” - . 66% of the firms that hire New Canadians and international workers did not think it was important, whereas only 31% of the firms that do not hire New Canadians and international workers did not think it was important;
- both groups felt that the neither the statement “New Canadians and international workers have difficulty working in a team environment” nor “New Canadians and international workers have unreliable credentials” were important;
- both groups suggested that the statement “New Canadians and international workers are unfamiliar with Canadian business and work practices” was important (57%);
- both groups reported that they do not have language training for employees from other countries (97% responded no);
- both groups do not support in-house language training - 70% who hire New Canadians and 80% of the firms that do not hire New Canadians;
- both groups are not supportive of the idea of paying for off-site language training - 76% who hire New Canadians and 83% of the firms that do not hire New Canadians.
- both groups would be willing to hire New Canadians and international workers if there were incentives - 93% who hire New Canadians and international workers and 83% of the firms that do not hire New Canadians;

- both groups were not aware of government programs that assist New Canadians integrate into the local labour force - 87% of all firms recorded a lack of awareness with respect to government programs;
- both groups indicated positive support for government programs and language training programs - 83% are firms that hire New Canadians and 73% are firms that do not hire New Canadians;
- both groups indicated positive support for Government Programs that promote cultural understanding; and
- both groups indicated positive support for government programs that would create new services to enhance credential recognition services for New Canadians - 81% are firms that hire New Canadians and 71% are firms that do not.

The regression analysis demonstrates that firms:

1. that have hired workers from other provinces are 21 times more likely to hire New Canadians and international workers than those firms that have not hired out-of-province workers;
2. that are planning to upgrade the skills of their current employees are 8.2 times more likely to hire New Canadians and international workers than those firms that do not plan to upgrade the skills of their current employees;
3. that have had difficulty attracting skilled workers are 6.8 times more likely to hire New Canadians and international workers than those firms that have not had these difficulties;
4. that are planning to employ more New Canadians and international workers are 5.1 times more likely to have hired New Canadians and international workers than those firms who are not planning to employ more from this group;
5. that are aware of other companies having difficulty attracting skilled workers are 4.8 times more likely to hire New Canadians and international workers than those firms who are unaware of other companies having difficulty attracting skilled workers.
6. that are planning to implement measures to increase employee retention are 4.7 times more likely to hire New Canadians and international workers than those firms who are not planning to implement these measures;
7. that are planning to relocate work to fulfill their needs are 4.4 times more likely to hire New Canadians and international workers than those firms who are not considering relocating work;
8. that are planning to attract workers from other firms and organizations are 4.1 times more likely to hire New Canadians and international workers than those firms who are not planning to attract workers from other firms and organizations;
9. that are planning to employ more workers from other provinces are 3.8 times more likely to hire New Canadians and international workers than those firms who are not planning to employ more workers from other provinces;
10. that have an explicit Human Resource Strategy are 3.5 times more likely to hire New Canadians and international workers than those firms who do not have such a strategy;

11. that have employment officers with a university degree are 3.3 times more likely to hire New Canadians and international workers than those that have Human Resource personnel with a lower level of educational attainment; and
12. that have sales that are oriented more toward the export market are more likely to hire New Canadians and international workers. For example, relative to firms which sell 100% of their products and services in the local market, firms with sales between 1-25% local are 14.5 times more likely to hire New Canadians and international workers, while firms with sales between 26-50% local are 9.1 times more likely to hire New Canadians and international workers. As well, firms with sales between 76-99% local are 3.7 times more likely to hire New Canadians and international workers and firms with sales that are 100% local export-oriented are 4.6 times more likely to hire New Canadians and international workers.

Appendix A: Random Sample Survey

Introduction: The Leslie Harris Centre of Regional Policy and Development (the Harris Centre) has agreed to undertake a study into the opinions of employers to the recruitment/employment of New Canadians and international workers. This study will provide an understanding of how receptive the Province is to immigration in terms of labour market issues. This survey should take approximately 15 to 20 minutes to complete. Thank you for taking this survey.

Confidentiality: All responses will be kept in strict confidence. Only research staff will have access to your answers. There are no identifying codes on the completed surveys so it will be impossible to identify individual respondents from them. As a further protection of confidentiality and anonymity, all data will be summarized for analysis: no individual survey responses will be provided in the final report.

SECTION I: Background on employer

1. **Business located in:** _____
2. **How long has your business been in operation?:** _____
3. **How many employees does your company have?:** _____
4. **What type of business is your firm engaged in?:** _____
5. **Are you the person responsible for hiring new employees or the person responsible for Human Resources for your firm?** ☐ Yes ☐ No
6. **What is highest level of formal education you have completed?**
 - ☐ university degree ☐ high school
 - ☐ trade school/community college ☐ less than high school
7. **What percentage of your sales is oriented toward the local Newfoundland and Labrador market?**
 - ☐ 100% local ☐ 26-50% local
 - ☐ 76-99% local ☐ 1-25% local
 - ☐ 51-75% local ☐ 0% local
8. **Please indicate which of the following responses best describes your business:**

	Declined	Been Unchanged	Increased
	1	3	4
In the last five years, my sales have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the next five years, I expect that my sales will have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In the last five years, the number of employees in my firm has	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the next five years, I expect that the number of employees in my firm will have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. In the last five years, has your company had difficulty attracting: **Yes** **No**

(a) Skilled workers ☐ ☐

If yes, why _____

(b) Semi-skilled workers ☐ ☐

If yes, why _____

(c) Unskilled workers ☐ ☐

If yes, why _____

10. In the last five years, are you aware of any other company/organization in your area that has had difficulty attracting: **Yes** **No**

(a) Skilled workers ☐ ☐

(b) Semi-skilled workers ☐ ☐

(c) Unskilled workers ☐ ☐

11. In the last five years, have you: **Yes** **No**

(a) Hired workers from other provinces ☐ ☐

(b) Hired New Canadians and international workers ☐ ☐

(c) If yes to (b), what percentage of your workforce are New Canadians/international workers _____

(d) If no to (b), has your company received applications from New Canadians/international workers ☐ ☐

(e) If yes to (b), has your experience with New Canadians and international workers been positive? ☐ ☐

(f) If no to (e), what are the negative experiences? _____

12. Which of the following options do you see as ways to address your future workplace needs: Are you planning to? **Yes** **No**

(a) Upgrade the skills of your current employees ☐ ☐

(b) Implement measures to increase retention of current employees ☐ ☐

(c) Employ more young people ☐ ☐

(d) Employ more workers from other provinces ☐ ☐

(e) Employ more New Canadians and international workers ☐ ☐

(f) Relocate work to fulfill needs ☐ ☐

(g) Attract workers from other firms and organizations ☐ ☐

(h) Other (specify) _____

13. **Yes** **No**

(a) Does your company have an explicit Human Resource Strategy? ☐ ☐

(b) Does your company support cultural diversity as an employment policy? ☐ ☐

(c) If yes to (b), do you recruit New Canadians and international workers only from the local market or do you engage in international recruitment?

Local _____ International _____ Both _____

14.		Yes	No
(a)	Has your community had trouble attracting medical personnel (i.e., family doctors) in the last five years?	<input type="radio"/>	<input type="radio"/>

15.		Yes	No
(a)	Does your company have language training for employees from other countries	<input type="radio"/>	<input type="radio"/>
(b)	Would your company be willing to offer in-house language training for employees?	<input type="radio"/>	<input type="radio"/>
(c)	Would your company be willing to pay for off-site language training for employees?	<input type="radio"/>	<input type="radio"/>
(d)	Would your company be willing to hire New Canadians and international workers if there were incentives?	<input type="radio"/>	<input type="radio"/>

16.

Please indicate whether or not you agree or disagree with each statement, using a scale of 1 to 5 where 1 indicates you strongly disagree and 5 that you strongly agree.

	Strongly Disagree	Disagree	Moderately	Agree	Strongly Agree
	1	2	3	4	5
A multicultural workforce enhances creativity in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers take jobs away from Newfoundlanders and Labradorians.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having employees from other countries can improve export opportunities (because of linkages with their country of origin).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is difficult to assess the qualifications and training of New Canadians and international workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important for my employees to have Canadian experience before I would hire them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is too difficult and expensive to recruit workers outside of Canada.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is too difficult and expensive to recruit workers outside of the province.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers are more productive and harder working than local workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers have a good work ethic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers will leave for another part of the country within a short period of time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers will work for less pay than local workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17.

What challenges if any did your company face or might your company face in integrating New Canadians and international workers into the workplace? Using a scale of 1 to 3, please indicate the importance of the following potential barriers, where 1 is not important, or not a barrier, and 3 indicates the factor is a very important barrier.

	Not important	Important	Very Important
	1	2	3
Language differences make it difficult to communicate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural differences create confusion in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring New Canadians and international workers will generate tensions within our workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring New Canadians and international workers will make it difficult to sell our own products locally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring New Canadians and international workers will require incurring additional training costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers have difficulty working in a team environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers are unfamiliar with Canadian business and work practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers have unreliable credentials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other: _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Are you aware of programs that either the provincial or federal government has in place to assist New Canadians integrate into the local labour force. ☐ Yes ☐ No

19. Do you think the government should?

	Yes	No
(a) Implement new programs to improve language training for New Canadians and international workers – especially occupation-specific language training.	<input type="radio"/>	<input type="radio"/>
(b) Promote and create programs to encourage cultural understanding	<input type="radio"/>	<input type="radio"/>
(c) Promote existing and create new services to enhance credential recognition services for immigrants.	<input type="radio"/>	<input type="radio"/>
(d) Provide more occupational information and services to New Canadians and international workers prior to their arrival	<input type="radio"/>	<input type="radio"/>

20. Please list the three most positive things about hiring New Canadians and international workers in order of importance, starting with the most important.

- a) _____
 b) _____
 c) _____

21. Please list the three most negative things about hiring New Canadians and international workers in order of importance, starting with the most important.

- d) _____
 e) _____
 f) _____

Thank you again for taking the time to complete this survey.

Appendix B: Key Informant Survey

KEY INFORMANT SURVEY

Company: _____

Contact Person: _____ Contact Number: _____

The Leslie Harris Centre of Regional Policy and Development has agreed to undertake a study to determine the extent to which employers think New Canadians and international workers can fill their current and future labour market needs. Your company had been identified as a “Key Informant Company”. This study identifies important issues or concerns employers may have when hiring New Canadians and international workers. This survey should take approximately 15 minutes to complete. Thank you for taking this survey.

SECTION I: Background on employer

1. Business located in: _____
2. How long has your business been in operation?: _____
3. How many employees does your company have?: _____
4. What type of business is your firm engaged in?: _____
5. Are you the person responsible for hiring new employees or the person responsible for Human Resources for your firm? ☐ Yes ☐ No
6. What is highest level of formal education you have completed?
 - ☐ university degree ☐ high school
 - ☐ trade school/community college ☐ less than high school
7. What percentage of your sales is oriented toward the local Newfoundland and Labrador market?
 - ☐ 100% local ☐ 26-50% local
 - ☐ 76-99% local ☐ 1-25% local
 - ☐ 51-75% local ☐ 0% local
8. Please indicate which of the following responses best describes your business:

	Declined	Been Unchanged	Increased
	1	3	4
In the last five years, my sales have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the next five years, I expect that my sales will have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the last five years, the number of employees in my firm has	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the next five years, I expect that the number of employees in my firm will have	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9.	In the last five years, has your company had difficulty attracting:	Yes	No
(a)	Skilled workers	<input type="radio"/>	<input type="radio"/>
	If yes, why _____		
(b)	Semi-skilled workers	<input type="radio"/>	<input type="radio"/>
	If yes, why _____		
(c)	Unskilled workers	<input type="radio"/>	<input type="radio"/>
	If yes, why _____		
10.	In the last five years, are you aware of any other company/organization in your area that has had difficulty attracting:	Yes	No
(a)	Skilled workers	<input type="radio"/>	<input type="radio"/>
(b)	Semi-skilled workers	<input type="radio"/>	<input type="radio"/>
(c)	Unskilled workers	<input type="radio"/>	<input type="radio"/>
11.	In the last five years, have you:	Yes	No
(a)	Hired workers from other provinces	<input type="radio"/>	<input type="radio"/>
(b)	Hired New Canadians and international workers	<input type="radio"/>	<input type="radio"/>
(c)	If yes to (b), what percentage of your workforce are New Canadians/international workers _____		
(d)	If no to (b), has your company received applications from New Canadians/international workers	<input type="radio"/>	<input type="radio"/>
(e)	If yes to (b), has your experience with New Canadians and international workers been positive?	<input type="radio"/>	<input type="radio"/>
(f)	If no to (e), what are the negative experiences? _____		
12.	Which of the following options do you see as ways to address your future workplace needs: Are you planning to?	Yes	No
(a)	Upgrade the skills of your current employees	<input type="radio"/>	<input type="radio"/>
(b)	Implement measures to increase retention of current employees	<input type="radio"/>	<input type="radio"/>
(c)	Employ more young people	<input type="radio"/>	<input type="radio"/>
(d)	Employ more workers from other provinces	<input type="radio"/>	<input type="radio"/>
(e)	Employ more New Canadians and international workers	<input type="radio"/>	<input type="radio"/>
(f)	Relocate work to fulfill needs	<input type="radio"/>	<input type="radio"/>
(g)	Attract workers from other firms and organizations	<input type="radio"/>	<input type="radio"/>
(h)	Other (specify) _____		
13.		Yes	No
(a)	Does your company have an explicit Human Resource Strategy?	<input type="radio"/>	<input type="radio"/>
(b)	Does your company support cultural diversity as an employment policy?	<input type="radio"/>	<input type="radio"/>
(c)	If yes to (b), do you recruit New Canadians and international workers only from the local market or do you engage in international recruitment?		
	Local _____ International _____ Both _____		
14.		Yes	No
(a)	Has your community had trouble attracting medical personnel (i.e., family doctors) in the last five years?	<input type="radio"/>	<input type="radio"/>

- | | | Yes | No |
|-----|---|-----------------------|-----------------------|
| 15. | | | |
| (a) | Does your company have language training for employees from other countries | <input type="radio"/> | <input type="radio"/> |
| (b) | Would your company be willing to offer in-house language training for employees? | <input type="radio"/> | <input type="radio"/> |
| (c) | Would your company be willing to pay for off-site language training for employees? | <input type="radio"/> | <input type="radio"/> |
| (d) | Would your company be willing to hire New Canadians and international workers if there were incentives? | <input type="radio"/> | <input type="radio"/> |

16.

Please indicate whether or not you agree or disagree with each statement, using a scale of 1 to 5 where 1 indicates you strongly disagree and 5 that you strongly agree.

	Strongly Disagree	Disagree	Moderately	Agree	Strongly Agree
	1	2	3	4	5
A multicultural workforce enhances creativity in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers take jobs away from Newfoundlanders and Labradorians.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Having employees from other countries can improve export opportunities (because of linkages with their country of origin).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is difficult to assess the qualifications and training of New Canadians and international workers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important for my employees to have Canadian experience before I would hire them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is too difficult and expensive to recruit workers outside of Canada.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is too difficult and expensive to recruit workers outside of the province.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers are more productive and harder working than local workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers have a good work ethic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers will leave for another part of the country within a short period of time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers will work for less pay than local workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17.

What challenges if any did your company face or might your company face in integrating New Canadians and international workers into the workplace? Using a scale of 1 to 3, please indicate the importance of the following potential barriers, where 1 is not important, or not a barrier, and 3 indicates the factor is a very important barrier.

Not important
Important
Very Important

	1	2	3
Language differences make it difficult to communicate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural differences create confusion in the workplace	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring New Canadians and international workers will generate tensions within our workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring New Canadians and international workers will make it difficult to sell our own products locally	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hiring New Canadians and international workers will require incurring additional training costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers have difficulty working in a team environment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers are unfamiliar with Canadian business and work practices	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New Canadians and international workers have unreliable credentials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other: _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Are you aware of programs that either the provincial or federal government has in place to assist New Canadians integrate into the local labour force. ☐ Yes ☐ No

19. Do you think the government should?	Yes	No
(a) Implement new programs to improve language training for New Canadians and international workers – especially occupation-specific language training.	<input type="radio"/>	<input type="radio"/>
(b) Promote and create programs to encourage cultural understanding	<input type="radio"/>	<input type="radio"/>
(c) Promote existing and create new services to enhance credential recognition services for immigrants.	<input type="radio"/>	<input type="radio"/>
(d) Provide more occupational information and services to New Canadians and international workers prior to their arrival	<input type="radio"/>	<input type="radio"/>

20. Please list the three most positive things about hiring New Canadians and international workers in order of importance, starting with the most important.

- g) _____
h) _____
i) _____

21. Please list the three most negative things about hiring New Canadians and international workers in order of importance, starting with the most important.

- j) _____
k) _____
l) _____

Thank you again for taking the time to complete this survey.

Appendix C: Frequency Tables for Random Sample

Table C1: Location of Respondents

Community	#	Community	#	Community	#
ST JOHN'S	96	ROCKY HARBOUR	2	HARBOUR BRETON	1
CORNER BROOK	21	RODDICKTON	2	HARE BAY	1
CONCEPTION BAY SOUTH	14	ST ANTHONY	2	HAWKES BAY	1
GANDER	14	STEPHENVILLE CROSSING	2	HEAD	1
MOUNT PEARL	11	TILTON	2	HOWLEY	1
BONAVISTA	10	TORBAY	2	ISLINGTON	1
CLARENVILLE	8	TRITON	2	LAMALINE	1
LABRADOR CITY/WABUSH	8	ANCHOR POINT	1	LASCIE	1
STEPHENVILLE	8	BADGER	1	LITTLE CATALINA	1
MARYSTOWN	7	BADGERS QUAY	1	MAKINSONS	1
GRAND FALLS WINDSOR	6	BAY BULLS	1	MANUELS	1
HAPPY VALLEY/GOOSE BAY	6	BAY DE VERDE	1	MCKAYS	1
LEWISPORTE	6	BIDE ARM	1	MIDDLE ARM	1
SPRINGDALE	6	BIRCHY BAY	1	MILES COVE	1
PORT AUX BASQUES	5	BIRCHY HEAD	1	MILLTOWN	1
TWILLINGATE	5	BLACK DUCK COVE	1	MUSGRAVETOWN	1
BAY ROBERTS	4	BRENTS COVE	1	NEW HARBOUR	1
PORTUGAL COVE ST PHILIPS	4	BRIGHTON	1	NORRIS ARM	1
BISHOPS FALLS	3	BRIGUS	1	PASADENA	1
BOTWOOD	3	BUCHANS	1	PLACENTIA	1
CARBONEAR	3	BUNYAN'S COVE	1	POINT OF BAY	1
FERRYLAND	3	BURIN	1	POOLS ISLAND	1
L'ANSE AU LOUP	3	BURIN BAY ARM	1	PORT AUX CHOIX	1
SHOAL HARBOUR	3	CAPE BROYLE	1	PORT DE GRAVE	1
SPANIARD'S BAY	3	CAPLIN COVE	1	PORTAUBRAS	1
ARNOLDS COVE	2	CARMANVILLE	1	POUND COVE B B	1
BAIE VERTE	2	CATALINA	1	RIVER OF PONDS	1
BELL ISLAND	2	CHAPEL ARM	1	SMALL POINT	1
BURGIO	2	CONNE RIVER	1	SMALL PT	1
CARTYVILLE	2	COTTLESVILLE	1	SOUTH BROOK	1
CAVENDISH	2	D'ESPOIR	1	SOUTH RIVER	1
CLARKE'S BEACH	2	DOYLES	1	SOUTHERN HARBOUR	1
GAMBO	2	DUNVILLE	1	ST BERNARDS	1
GLOVERTOWN	2	EASTPORT	1	ST BRIDES	1
GOULDS	2	ELLISTONA	1	ST GEORGE'S	1
HARBOUR GRACE	2	FLAT BAY	1	ST LAWRENCE	1
HEARTS CONTENT	2	FLEUR DE LYS	1	ST LUNAIRE GRIQUET	1
HILLVIEW	2	FLOWERS COVE	1	SUMMERFORD	1
LETHBRIDGE	2	FORTEAU	1	SUNNYSIDE	1
MAIN BROOK	2	GEORGETOWN	1	TRINITY, TB	1
NAIN	2	GLENWOOD	1	UPPER ISLAND COVE	1
PARADISE	2	GLOVERTOWN SOUTH	1	VICTORIA	1
PARSONS POND	2	GRAND BANK	1	WESLEYVILLE	1
PORT AU PORT	2	GRAND BAY EAST	1	WHITBOURNE	1
PORT BLANDFORD	2	GREENS HARBOUR	1	WINGS POINT	1
PORT SAUDNERS	2	GREY RIVER	1	WINTERLAND	1

Table C2: How long has your business been in operation?

	N	%
Total	401	100.0%
Less than 1 Year	5	1.2%
1-4 Years	39	9.7%
5-9 Years	69	17.2%
10-14 Years	73	18.2%
15-19 Years	44	11.0%
20-24 Years	43	10.7%
25 Years or More	128	31.9%

Table C3. How many full-time equivalent employees does your company employ?

	N	%
Total	401	100.0%
0.00	21	5.2%
1.00	67	16.7%
2.00	73	18.2%
3.00	44	11.0%
4.00	30	7.5%
5.00	30	7.5%
6.00	23	5.7%
7.00	14	3.5%
8.00	14	3.5%
9.00	6	1.5%
10.00	9	2.2%
11.00	5	1.2%
12.00	5	1.2%
13.00	1	0.2%
14.00	1	0.2%
15.00	8	2.0%
16.00	4	1.0%
18.00	5	1.2%
20.00	4	1.0%
21.00	1	0.2%
22.00	4	1.0%
23.00	1	0.2%
25.00	6	1.5%
26.00	1	0.2%
27.00	1	0.2%
30.00	3	0.7%
38.00	1	0.2%
40.00	5	1.2%
42.00	1	0.2%
45.00	2	0.5%

Table C3. How many full-time equivalent employees does your company employ?

	N	%
Total	401	100.0%
50.00	2	0.5%
52.00	1	0.2%
60.00	1	0.2%
75.00	1	0.2%
140.00	1	0.2%
230.00	1	0.2%
250.00	1	0.2%
300.00	1	0.2%
500.00	1	0.2%
1,200.00	1	0.2%

Table C4. What is the type of business in which your company is engaged?

	N	%
Agriculture, Forestry, Fishing and Hunting	14	3.5%
Mining and Oil and Gas Extraction	5	1.2%
Utilities	4	1.0%
Construction	40	10.0%
Manufacturing	26	6.5%
Wholesale Trade	18	4.5%
Retail Trade	94	23.4%
Transportation and Warehousing	19	4.7%
Information and Cultural Industries	6	1.5%
Finance and Insurance	19	4.7%
Real Estate and Rental and Leasing	6	1.5%
Professional, Scientific and Technical Services	21	5.2%
Administrative and Support, Waste Management and Remediation	7	1.7%
Educational Services	4	1.0%
Health Care and Social Assistance	19	4.7%
Arts, Entertainment and Recreation	14	3.5%
Accommodation and Food Services	36	9.0%
Other Services (except Public Administration)	32	8.0%
Public Administration	14	3.5%
Don't Know	3	0.7%
Total	401	100.0%

Table C5. Are you the person responsible for hiring new employees or the person responsible for Human Resources for your firm?

	N	%
Total	401	100.0%
Yes	373	93.0%
No	28	7.0%

Table C6. What is highest level of formal education you have completed?

	N	%
Total	401	100.0%
University degree	133	33.2%
Trade school/community college	146	36.4%
High school	93	23.2%
Less than high school	29	7.2%

Table C7. What percentage of your sales is oriented toward the local Newfoundland and Labrador market?

	N	%
Total	401	100.0%
100% Local	285	71.1%
76-99% local	58	14.5%
51-75% local	21	5.2%
26-50% local	7	1.7%
1-25% local	18	4.5%
0% local	12	3.0%

Table C8: In the last five years, my sales have...

	N	%
Total	401	100.0%
Declined	79	19.7%
Unchanged	95	23.7%
Increased	203	50.6%
No Answer	24	6.0%

Table C9: In the next five years, I expect that my sales will have...

	N	%
Total	401	100.0%
Declined	23	5.7%
Unchanged	95	23.7%
Increased	259	64.6%
No Answer	24	6.0%

Table C10: In the last five years, the number of employees in my firm has...

	N	%
Total	401	100.0%
Declined	68	17.0%
Unchanged	190	47.4%
Increased	135	33.7%
No Answer	8	2.0%

Table C11: In the next five years, I expect that the number of employees in my firm will have...

	N	%
Total	401	100.0%
Declined	26	6.5%
Unchanged	157	39.2%
Increased	211	52.6%
No Answer	7	1.7%

Table C12: In the last five years, has your company had difficulty attracting Skilled workers?

	N	%
Total	401	100.0%
Yes	121	30.2%
No	271	67.6%
No Answer	9	2.2%

Table C13: In the last five years, my company has had difficulty attracting skilled workers because

Reason	#
a lot of young people gone not available	1
are none	1
availability	1
because i have a seasonal business	1
because of remote location	1
because of remoteness of area	1
because of the kind of market we are in and training to do the job	1
because of the location of business	1
because people are moving out of the area	1
because we do wharf construction	1
cause of the brain drain in Newfoundland	1
commission based hard job to break into	1
Company is unable to pay a lot of money. skilled persons often enter other pay	1
cost of training	1
depending on qualifications	1
Due to rural Newfoundland out migration	1
Does ???	1
don't know - hours, dairy farm, not too many people in a small town	1
everyone left out migration	1
geotechnical engineering hard to find experienced workers	1
getting plasters and painters	1
hard getting a legal secretary	1
hard to find someone part time for this	1
hard to get good drivers as they leave the province for more money	1
i am in a unique industry which is hard to attract workers	1
it is hard to get people to do this type of work	1
its a small rural area, what is the incentive, can't afford to pay	1

Table C13: In the last five years, my company has had difficulty attracting skilled workers because

Reason	#
lack of physiotherapists for this field	1
lack of salary competitiveness	1
lack of shipping experience in Canada	1
lack of skilled workers around like mechanics	1
level od sds ???	1
line of work not many people in this area of skill	1
location and salary	1
location is isolated	1
location of business is very remote and out of the way	1
marketplace - mrt brokers want to be their own business ???	1
most people with skills are leaving the province	1
moving to bigger locations	1
no aboriginal drillers around	1
no body wants to work for the wages available	1
no labour pool to draw from due to out-migration	1
no machine operators who are qualified	1
no mechanical trades people out there	1
no mechanics around here	1
no mechanics around rural Newfoundland	1
no new faces trained in	1
no one left in the area	1
no one staying to do the work	1
no one wants to work	1
no personal care givers who want to work	1
no qualified tradesman	1
no skilled workers around	1
no skilled workers around in this field	1
no training for this industry	1
nobody available with qualifications with upholstery	1

Table C13: In the last five years, my company has had difficulty attracting skilled workers because

Reason	#
nobody in rural areas needs to work because of the fishery and EI benefits.	1
nobody qualified	1
none around because they are getting hired by bigger companies	1
none available in area see notes	1
not a lot of people in this type of trade in NL , b/c they have to move away	1
not available locally	1
not being paid enough	1
not enough around	1
not enough around here	1
not enough available	1
not enough coming out of the province /may out migrate or work in the city	1
not enough child hood educators around this area.	1
not enough cooks around for this industry	1
not enough experience. need someone with experience and good education	1
not enough people around	1
not enough people out there looking for work	1
not enough qualified people for this occupation	1
not enough trades people around	1
not enough training in the field i need	1
not finding a lot of people in area who are skilled most gone away	1
not in NL	1
not there to hire	1
not very many registered massage therapists for this field	1
Out-migration ...no one around to work in rural NL	1
people are leaving the province for work	1
people do not want to come to rural Newfoundland	1

Table C13: In the last five years, my company has had difficulty attracting skilled workers because

Reason	#
people do not want to work and not enough training	1
people leaving	1
people leaving for bigger locations and better pay	1
perception that more opportunities outside NL, nature of work	1
poor work ethic	1
provincial. and federal government over flowing the market with certain fields	1
rate of pay	1
refrigeration people hard to find - just out of school	1
rural area aging population	1
seasonal business and rate of pay no government assistance	1
shortage of accountants	1
shortage of mechanics in area	1
shortage of paramedics available for this trade	1
shortage of skilled workers here	1
shortage of skills for this industry	1
shortage of trained professionals	1
skilled workers gone elsewhere wage too low here	1
skilled workers relocate for higher wages...skills not application	1
small pool to draw from most people employed by mines	1
small pool to draw from not enough trained people in my field	1
specific skill	1
the courses being offered are not detailed enough for our needs	1
the demand is too high for early childhood educator	1
the export of our qualified people from the province	1
the pay is not attractive to skilled workers	1
there is a shortage of pharmacists	1
training and experience and salary that's offered	1

Table C13: In the last five years, my company has had difficulty attracting skilled workers because

Reason	#
type of work, away from home, interest not there	1
wages and most people prefer to work seasonally in this area	1
we do not offer enough full time positions at a decent wage	1
we looking for a cook	1
we need a certain percentage of employment equity	1
we need specialized skilled workers	1
we use a lot of provincial and federal government programs and only pay minimum	1
we are a local business and people here are not highly skilled	1
went to other provinces to work at the same job for security	1
when the workers are skilled they go away to find better employment	1
with Voisey's bay, they basically took the trades people from the area	1
young people now are more geared toward higher education	1

Table C14: In the last five years, has your company had difficulty attracting Semi-skilled workers?

	N	%
Total	401	100.0%
Yes	50	12.5%
No	342	85.3%
No Answer	9	2.2%

Table C15: In the last five years, my company has had difficulty attracting semi-skilled workers because

Reasons	#
same as previous answer	1
answer same as previous	1
b/c they want more security in the workplace	1
because it's commission	1
because no one really wants to be a janitor	1
because of pay	1

Table C15: In the last five years, my company has had difficulty attracting semi-skilled workers because

Reasons	#
because of people on EI.	1
because younger people are higher educated	1
Djf ???	1
don't want to work	1
due to rural Newfoundland out migration	1
due to the qualified people leaving the province	1
EI	1
for the same for reasons	1
it's a small town so there's not many people to choose from	1
it is hard to find someone part time	1
low wages rather be on EI	1
no aboriginals around to do it	1
no one left in the area	1
no one wa ???	1
no people in rural Newfoundland	1
no people willing to work	1
not a lot of money to pay and skilled workers often go to areas for more pay	1
not able to pay them the money that these workers are looking for	1
not enough around	1
not enough pay to make people happy	1
not enough people around	1
not enough qualified people around	1
not enough quality people around	1
Out-migration	1
people are leaving the province	1
people leaving and going to bigger centers	1
probably because were only a small company	1
rate of pay	1
same	1
same answer as previous	1
same answer	1
same answer as before	1
same as previous	1
same as previous ans.	1
shortage of qualified people	1
there is none around and people working on the side on welfare	1
there is not enough people with retail experience	1
very small labour pool	1
wage	1
wages most people not interested in working for min. wage	1
we got the students that were coming out of trade school	1

Table C15: In the last five years, my company has had difficulty attracting semi-skilled workers because

Reasons	#
we have project funding, it's hard finding people with the right skills for them	1
welfare system to good workers don't want to work for min. wage	1
young people leaving	1

Table C16: In the last five years, has your company had difficulty attracting Unskilled workers?

	N	%
Total	401	100.0%
Yes	43	10.7%
No	348	86.8%
No Answer	10	2.5%

Table C17: In the last five years, my company has had difficulty attracting unskilled workers because

Reasons	#
a lot of people do not want to work	1
answer same as previous	1
because of people on EI and do not want or need to work.	1
because of shift work and the type of work it is	1
because workers are leaving for more security	1
can't compete with EI versus wages seasonal culture	1
cannot find anybody willing to work	1
don't want to work	1
it is hard to find someone part time and the location	1
just not enough people around. in the retail trade it is hard to compete with o	1
no one left in the area to do that type of work	1
no people available for our type of work	1
no people willing to work	1
no w	1
nobody around here	1
nobody wants to work	1
not being able to pay them enough	1
not enough people around	2
Out-migration	1
people are leaving the province	1
people do not want to do shift work	1
people do not want to work because of social assistance	1
people leaving the island to get better jobs	1
people prefer seasonal work	1
rate of pay	1

Table C17: In the last five years, my company has had difficulty attracting unskilled workers because

Reasons	#
same answer	1
same as previous	2
same as previous answer	1
same as previous ans.	2
same thing	1
the lack of salary	1
the people who are qualified have left the province	1
too many better opportunities hours and pay	1
wage. attitudes not good	1
wages	1
wages and EI	1
wages min. wage not enough	1
wages...local people prefer to work seasonally and get EI	1
we only pay minimum wage	1
welfare system workers make as much doing nothing as working	1

Table C18: In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Skilled workers?

	N	%
Total	401	100.0%
Yes	125	31.2%
No	272	67.8%
No Answer	4	1.0%

Table C19: In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Semi-skilled workers?

	N	%
Total	401	100.0%
Yes	75	18.7%
No	316	78.8%
No Answer	10	2.5%

**Table C20: In the last five years,
are you aware of any other
company or organization in your
area that has had difficulty
attracting Unskilled workers?**

	N	%
Total	401	100.0%
Yes	62	15.5%
No	329	82.0%
No Answer	10	2.5%

**Table C21: In the last five years,
have you hired workers from other
provinces?**

	N	%
Total	401	100.0%
Yes	67	16.7%
No	331	82.5%
No Answer	3	0.7%

**Table C22: In the last five years,
have you hired New Canadians or
international workers?**

	N	%
Total	401	100.0%
Yes	32	8.0%
No	368	91.8%
No Answer	1	0.2%

**Table C23: What percentage
of your workforce are New
Canadians or international
workers?**

	N	%
Total	33	100.0%
0.00	1	3.0%
0.50	1	3.0%
0.80	1	3.0%
1.00	6	18.2%
2.00	3	9.1%
3.00	1	3.0%
4.00	1	3.0%
5.00	1	3.0%
8.00	1	3.0%
9.00	1	3.0%
10.00	7	21.2%
15.00	1	3.0%
17.00	1	3.0%
25.00	2	6.1%

33.00	1	3.0%
50.00	1	3.0%
75.00	1	3.0%
999.00	2	6.1%

Table C24: Has your company received applications from New Canadians or international workers?

	N	%
Total	370	100.0%
Yes	46	12.4%
No	316	85.4%
No Answer	8	2.2%

Table C25: Has your experience with New Canadians and international workers been positive?

	N	%
Total	33	100.0%
Yes	31	93.9%
No	1	3.0%
No Answer	1	3.0%

Table C26: Which of the following options do you see as ways to address your future workplace needs. Are you planning to Upgrade the skills of your current employees?

	N	%
Total	401	100.0%
Yes	220	54.9%
No	171	42.6%
No Answer	10	2.5%

Table C27: Are you planning to Implement measures to increase retention of current employees?

	N	%
Total	401	100.0%
Yes	193	48.1%
No	195	48.6%
No Answer	13	3.2%

**Table C28: Are you planning to
Employ more young people?**

	N	%
Total	401	100.0%
Yes	265	66.1%
No	114	28.4%
No Answer	22	5.5%

**Table C29: Are you planning to
Employ more workers from other
provinces?**

	N	%
Total	401	100.0%
Yes	75	18.7%
No	301	75.1%
No Answer	25	6.2%

**Table C30: Are you planning to
Employ more New Canadians and
international workers?**

	N	%
Total	401	100.0%
Yes	80	20.0%
No	281	70.1%
No Answer	40	10.0%

**Table C31: Are you planning to Relocate
work to fulfill needs?**

	N	%
Total	401	100.0%
Yes	60	15.0%
No	333	83.0%
No Answer	8	2.0%

**Table C32: Are you planning to
Attract workers from other firms
and organizations?**

	N	%
Total	401	100.0%
Yes	73	18.2%
No	317	79.1%
No Answer	11	2.7%

**Table C33: To address our future workplace needs,
our company is planning to**

Plan	#
a succession plan	1
advertise more and let the public know that they are in the area	1
advertising	1
a lot of government programs impeding hiring, EI and welfare	1
assistance with first year starting up allow you to establish	1
better advertising	1
better government legislation for ATVs	1
better management of fishery	1
better training in the province, i.e.: a cooking school	1
bigger space	1
bring up safety standards	1
building of tunnel to Labrador would increase my business	1
building web site to increase business	1
cost of operating a business-such as workers comp. building insurance., cpp, bills	1
cut taxes	1
economy has to improve, and put a stop to out-migration	1
EI system needs to change need more partnership with private sector and HRDC	1
fix the public sector for businesses	1
for the price of oil to go down	1
for us here we need skilled mechanics. not enough people in that trade.	1
get more accountants	1
get more legal secretaries	1
get more people in the work force	1
get more people off welfare	1
get more people willing to work	2
get more semi skilled labour	1
get more skilled labour	2
get more skilled labour here	1
get more skilled workers	1
get more skilled workers for this area	1

**Table C33: To address our future workplace needs,
our company is planning to**

Plan	#
get more training courses for this particular trade or skill	1
get people off of EI and get them working.	1
get people to want to work	1
get people to work	1
get people willing to work	1
getting better benefits for employees	1
give me some tax breaks	1
government needs to put trades into the college and not trained by unions...	1
have a better workers comp . board that can offer the services to the right people	1
have better training programs for young people	1
having more money for advertising	1
hopefully my son will run the business	1
i could get more help or grants from the government	1
i endorse new graduates	1
improve skills of workers	1
improvement in economy of this area	1
incentives for hiring new workers'	1
increase fund raising	1
industry issue	1
keep more skilled people in the province	1
less out migration of our skilled labour	1
let the fisherman fish so our economy will get better	1
local training	1
looking down at problems not attempting to fix them	1
looking for government assistance to help upgrade employee skills, i.e. incentives	1
make logging laws more accessible	1
mentoring programs in farming and organics	1
more advertising	1

**Table C33: To address our future workplace needs,
our company is planning to**

Plan	#
more funding	1
more government money	1
more government subsidies	1
more massage therapists	1
more money	1
more operating capital	1
more people willing to work	2
more people willing to work around here	1
more skilled labour	1
more skilled mechanics	1
more skilled workers	1
more skilled workers in the area would be good for economy	1
more training available for this particular skill, grants	1
more training for this type of business	1
more training made available in this area need	1
more training schools around here for locals	1
more wages for trained people	1
more ways to keep people working here	1
more work would be better	1
more workers to choose from to find better workers who want to work	1
need a better housing market and lots of construction	1
need a younger clientele while most are leaving the province	1
need more educated people in this province	1
need more skilled workers	2
need more students	1
need qualified people	1
need to promote assets of our own province	1
networking with other operators, government assistance with startup and market	1
new building	2

**Table C33: To address our future workplace needs,
our company is planning to**

Plan	#
new technologies make it so people would have to be trained for this	1
non-smoking policy lounges affected	1
offer more programs in this field	1
on the job training	1
people do not want to work around here	1
people not available for the wages offered most go to call centers	1
population to small	1
post secondary trades school need to address this problem\	1
problem is not on the Canadian end for me it is internationally	1
programs not available that allow feasible recruitment of workers	1
provincial government should offer more incentives to small business	1
proven technology work from home programs	1
reduce reporting procedures for taxation and revenue	1
renovations	1
seasonal workers culture take serious look at EI	1
stability in rural NL	1
start elementary	1
the people who are here need more training in this field	1
this is a very competitive market and we need more training	1
training and money i a big factor, we try to keep our employee long term	1
try to improve our pay scales to hold onto employees	1
trying to expand my business to make a go of it	1
we are looking to the training institutes to hire new workers	1
we need a agriculture school	1
we need immigrants here to fill the work void	1
we need more pharmacists. the new grads leave the province.	1

**Table C33: To address our future workplace needs,
our company is planning to**

Plan	#
we need more training and development	1
we need more training in tourism industry	1
we recruit within our client base	1
when you are hiring people, u might have to train them yourself	1
workers compensation needs a new	1

**Table C34: Does your company have
an explicit Human Resource
Strategy?**

	N	%
Total	401	100.0%
Yes	88	21.9%
No	305	76.1%
No Answer	8	2.0%

**Table C35: Does your company
support cultural diversity as an
employment policy?**

	N	%
Total	401	100.0%
Yes	315	78.6%
No	69	17.2%
No Answer	17	4.2%

**Table C36: Do you recruit New
Canadians and international
workers from the local market or do
you engage in international
recruitment?**

	N	%
Total	333	100.0%
Local	188	56.5%
International	10	3.0%
Both	10	3.0%
No Answer	125	37.5%

Table C37: Has your community had trouble attracting medical personnel (i.e. family doctors) in the last five years?

	N	%
Total	401	100.0%
Yes	183	45.6%
No	155	38.7%
No Answer	63	15.7%

Table C38: Does your company have language training for employees from other countries?

	N	%
Total	401	100.0%
Yes	2	0.5%
No	292	72.8%
No Answer	107	26.7%

Table C39: Would your company be willing to offer in-house language training for employees?

	N	%
Total	401	100.0%
Yes	61	15.2%
No	226	56.4%
No Answer	114	28.4%

Table C40: Would your company be willing to pay for off-site language training for employees?

	N	%
Total	401	100.0%
Yes	49	12.2%
No	228	56.9%
No Answer	124	30.9%

Table C41: Would your company be willing to hire New Canadians and international workers if there were incentives?

	N	%
Total	401	100.0%
Yes	315	78.6%
No	61	15.2%
No Answer	25	6.2%

Table C42: For the next series of questions, please indicate whether or not you agree or disagree with each statement. A multicultural workforce enhances creativity in the workplace. Do you...

	N	%
Total	401	100.0%
Strongly Disagree	1	0.2%
Disagree	30	7.5%
Moderately Agree	29	7.2%
Agree	271	67.6%
Strongly Agree	26	6.5%
No Answer	44	11.0%

Table C43: New Canadians and international workers take jobs away from Newfoundlanders and Labradorians. Do you...

	N	%
Total	401	100.0%
Strongly Disagree	11	2.7%
Disagree	213	53.1%
Moderately Agree	63	15.7%
Agree	88	21.9%
Strongly Agree	10	2.5%
No Answer	16	4.0%

Table C44: Having employees from other countries can improve export opportunities (because of linkages with their country of origin). Do you...

	N	%
Total	401	100.0%
Strongly Disagree	2	0.5%
Disagree	80	20.0%
Moderately Agree	58	14.5%
Agree	174	43.4%
Strongly Agree	14	3.5%
No Answer	73	18.2%

Table C45: It is difficult to assess the qualifications and training of New Canadians and international workers. Do you...

	N	%
Total	401	100.0%
Disagree	120	29.9%
Moderately Agree	44	11.0%
Agree	134	33.4%
Strongly Agree	2	0.5%
No Answer	101	25.2%

Table C46: It is important for my employees to have Canadian experience before I would hire them. Do you...

	N	%
Total	401	100.0%
Strongly Disagree	2	0.5%
Disagree	168	41.9%
Moderately Agree	42	10.5%
Agree	146	36.4%
Strongly Agree	10	2.5%
No Answer	33	8.2%

Table C47: It is too difficult and expensive to recruit workers outside of Canada. Do you...

	N	%
Total	401	100.0%
Strongly Disagree	2	0.5%
Disagree	57	14.2%
Moderately Agree	21	5.2%
Agree	206	51.4%
Strongly Agree	9	2.2%
No Answer	106	26.4%

Table C48: It is too difficult and expensive to recruit workers outside of the province. Do you...

	N	%
Total	401	100.0%
Strongly Disagree	2	0.5%
Disagree	92	22.9%
Moderately Agree	37	9.2%
Agree	174	43.4%
Strongly Agree	4	1.0%
No Answer	92	22.9%

Table C49: Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years. Do you...

	N	%
Total	401	100.0%
Strongly Disagree	1	0.2%
Disagree	66	16.5%
Moderately Agree	25	6.2%
Agree	219	54.6%
Strongly Agree	71	17.7%
No Answer	19	4.7%

Table C50: New Canadians and international workers are more productive and harder working than local workers.

Do you...

	N	%
Total	401	100.0%
Strongly Disagree	12	3.0%
Disagree	238	59.4%
Moderately Agree	27	6.7%
Agree	35	8.7%
Strongly Agree	3	0.7%
No Answer	86	21.4%

Table C51: New Canadians and international workers have a good work ethic. Do you...

	N	%
Total	401	100.0%
Disagree	20	5.0%
Moderately Agree	51	12.7%
Agree	137	34.2%
Strongly Agree	3	0.7%
No Answer	190	47.4%

Table C52: New Canadians and international workers will leave for another part of the country within a short period of time. Do you...

	N	%
Total	401	100.0%
Disagree	42	10.5%
Moderately Agree	58	14.5%
Agree	186	46.4%
Strongly Agree	8	2.0%
No Answer	107	26.7%

Table C53: New Canadians and international workers will work for less pay than local workers. Do you...

	N	%
Total	401	100.0%
Strongly Disagree	1	0.2%
Disagree	157	39.2%
Moderately Agree	56	14.0%
Agree	79	19.7%
Strongly Agree	6	1.5%
No Answer	102	25.4%

**Table C54: What challenges if any did your company face or might your company face in integrating New Canadians and international workers into the workplace?
Language differences make it difficult to communicate**

	N	%
Total	401	100.0%
Not Important	65	16.2%
Important	218	54.4%
Very Important	113	28.2%
No Answer	5	1.2%

Table C55: Cultural differences create confusion in the workplace. Is this...

	N	%
Total	401	100.0%
Not Important	216	53.9%
Important	138	34.4%
Very Important	21	5.2%
No Answer	26	6.5%

Table C56: Hiring New Canadians and international workers will generate tensions within our workforce. Is this..

	N	%
Total	401	100.0%
Not Important	240	59.9%
Important	118	29.4%
Very Important	10	2.5%
No Answer	33	8.2%

**Table C57: Hiring New Canadians and international workers will make it difficult to sell our own products locally.
Is this..**

	N	%
Total	401	100.0%
Not Important	306	76.3%
Important	40	10.0%
Very Important	4	1.0%
No Answer	51	12.7%

Table C58: Hiring New Canadians and international workers will require incurring additional training costs. Is this... .

	N	%
Total	401	100.0%
Not Important	126	31.4%
Important	209	52.1%
Very Important	39	9.7%
No Answer	27	6.7%

Table C59: New Canadians and international workers have difficulty working in a team environment. Is this...

	N	%
Total	401	100.0%
Not Important	178	44.4%
Important	37	9.2%
Very Important	8	2.0%
No Answer	178	44.4%

Table C60: New Canadians and international workers are unfamiliar with Canadian business and work practices. Is this...

	N	%
Total	401	100.0%
Not Important	95	23.7%
Important	159	39.7%
Very Important	25	6.2%
No Answer	122	30.4%

Table C61: New Canadians and international workers have unreliable credentials. Is this...

	N	%
Total	401	100.0%
Not Important	155	38.7%
Important	72	18.0%
Very Important	12	3.0%
No Answer	162	40.4%

Table C62: Other Challenges that your company faces or might face in integrating New Canadians into the workplace.

Challenge	#
accommodations	2
committing to a hiring international worker involves a lot of faith	1

Table C62: Other Challenges that your company faces or might face in integrating New Canadians into the workplace.

Challenge	#
communications skills for different languages	1
confusion in the work force for not hiring local workers within the community	1
cost and language barriers	1
credentials	1
cultural problems keeping them comfortable	1
difficulty in getting people here no consistent answer from immigration	1
financial. cost is always a factor.	1
for the weather in our area	1
helping them settle in would require a certain amount of sensitivity	1
I work with seniors so my customers may not be accepting	1
if foreigners come here they should obey our laws and cultures	1
in small communities you could lose business	1
issues with health concerns	1
just expense wise	1
language and hygiene	1
language barrier	4
language barriers	1
language differences and train them to your specifications and regulations	1
language, familiarity with clientele and area	1
maybe a language barrier	2
maybe language	1
more funding	1
never got involved with it	1
not hiring local people could create conflicts	1
public perception because we operate a small town with locals looking for work	1
safety	1
some people from other countries may like this isolated environment	1
the cost	1

Table C62: Other Challenges that your company faces or might face in integrating New Canadians into the workplace.

Challenge	#
the language barrier and also they look different and it may create tension	1
the training has to be done in order to diversify different cultures	1
they'd be working out of there own homes, some of them may not have the facilities	1
this is a small community and not much to do or find a place to live	1
training	1
transportation to the farm was a problem and work clothing(safety)	1
understanding government legislation	1
understanding the culture of NL	1
we are not funded so getting more employees and training would be a problem	1
we can't hire anyone who isn't native NL. they have to be NL to guide	1
we need Newfoundlanders for our type of business	1
weather not conducive to many immigrants	1

Table C63: Are you aware of programs that either the Provincial or Federal government has in place to assist New Canadians integrating into the local labour force?

	N	%
Total	401	100.0%
Yes	50	12.5%
No	348	86.8%
No Answer	3	0.7%

Table C64: Do you think the Government should Implement new programs to improve language training for New Canadians and international workers, especially occupation-specific language training.

	N	%
Total	401	100.0%
Yes	274	68.3%
No	100	24.9%
No Answer	27	6.7%

Table C65: Do you think the Government should Promote and create programs to encourage cultural understanding

	N	%
Total	401	100.0%
Yes	309	77.1%
No	75	18.7%
No Answer	17	4.2%

Table C66: Do you think the Government should Promote existing and create new services to enhance credential recognition services for immigrants.

	N	%
Total	401	100.0%
Yes	255	63.6%
No	104	25.9%
No Answer	42	10.5%

Table C67: Do you think the Government should Provide more occupational information and services to New Canadians and international workers prior to their arrival?

	N	%
Total	401	100.0%
Yes	293	73.1%
No	79	19.7%
No Answer	29	7.2%

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
a fresh outlook on working	1	a different outlook	1	adding to our population and economy	1
add diversification into the workplace	1	acknowledge of quality of life they work hard to sustain it	1	appreciate your community and personal belonging and situation	1
added new skills	1	add to the labour supply of this province	1	could help out communities be better places	1
adding immigrants gives us a new philosophy of the way things are done	1	adding to our declining population	1	country of origin, perspective	1
adding to our skilled labour force	1	adding to our ways of life	1	dependable	1

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
as long as they are qualified	3	adds to our experiences	1	education	1
as long as they are qualified for the jobs at hand	1	another view point into how things are done	1	enhances skilled labour force	1
as long as they are willing to work	1	are willing to work	1	exposure to different cultures	1
assuming skill set there deepens labor pool	1	attitude	1	extra sales staff	1
benefit our workforce because some people here do not want to work	1	bring more work to the province	1	give that little bit extra	1
better since of global opportunities	1	bring new skills	1	give these people a chance	1
bigger skilled work force to draw from	1	bringing more skilled labour	1	harmonies within the work environment	1
bring a different perspective into the workplace	1	broaden of the mainstream	1	ideal melting pot is equivalent of all number of equal cultures	1
bring a new perspectives to the market	1	cultural differences are good via learning	1	met educational requirement	1
bring experiences	1	cultural diversity	1	more people in the community	1
bring in families and generate more business	1	determined to prove people wrong about their work habits	1	more skilled workers	1
bring in new ideas	1	difference is positive	1	new Canadians work hard to be equal	1
bring more people into this industry	1	different ideas from different countries	1	new ideas and new diversity	1
bring new ideas	3	different opinions on issues in the workplace	1	no answer	24
bring new ideas to the province	1	diversity	2	no answer	1
bringing in more entrepreneurial thinking, competition	1	eager to work	1	none	3
bringing more skilled labour into the country	1	eagerness to work	1	potential new market development in the new Canadian communities	1
change of ideas/thinking outside the box	1	enhance our economy	1	production,	1
community relations may improve	1	enthusiasm and desire to work	1	they will work for minimum wage whereas some people here will not	1
could learn something from them in a positive	1	excellent work ethic	1	who will contribute to our economy	1
create diversity and understanding	1	fresh approach	1	willing to work hard	1
creates jobs for us	1	fresh approach	1	willingness to work	1
cultural diversity	9	giving people a chance	1	work ethic	1
cultural diversity in the workplace with new ideas	1	good for exporting	1		
cultural diversity is very important	1	good work ethic	4		
cultural experience	1	good work ethic	1		
cultural ideas could be utilized	1	have a shortage of workers here	1		

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
cultural diversity	1	if they are qualified for the jobs they should not be discriminated against	1		
different cultures bring different outlooks on life and society	1	improve exporting	1		
different ideas and customs	1	improve the countries worth	1		
diversity	5	may add to the economy	1		
diversity in the workplace	2	may bring more skilled labour	1		
diversity in thinking	1	may bring more skilled labour into the workforce	1		
diversity, brings new points of view	1	more cultures to learn from	1		
diversity, introduce a new perspective	1	more ideas and input	1		
doesn't matter where you're from as long as you're willing to do the work	1	more incentives to work	1		
doesn't really apply to anyone in this area there are no jobs for the existing	1	more opportunities for export	1		
don't know	2	more productive	1		
don't think there is	1	need more cultural diversity, it would benefit the province	1		
eager to prove themselves	1	new economic boom	1		
easier to train in the workforce	1	new ideas and innovations	1		
education	1	new ideas to the market	1		
excellent to have someone who understands	1	new ideas,	1		
excellent to work with	1	new ideas, new ways of doing things better	1		
excellent workers	2	new incentives for business	1		
expectations are lower, based on where they come from	1	new perspectives	1		
familiar with other cultures	1	no answer	26		
fill a void with shortage of skilled workers	1	no answer	1		
fill jobs that local workers cannot fill	1	none	3		
fills need that we can't find locally	1	people in the community	1		
for specialized professions	1	perspective, new blood	1		
fresh ideas	1	positive Newfoundlanders requiring assistance	1		
fresh outlook	1	possibly more skilled workers	1		
give anybody a chance to live freely in this world	1	punctual	1		

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
give them a chance to prove themselves	1	recognize and seize available opportunities	1		
gives us some creativity in the workplace	1	reliable	2		
giving someone new a chance	1	show other countries we can work together	1		
global view	1	some of these people are very skilled and educated.	1		
good experience for the client, exposure to something different	1	speak English	1		
good for my business which deals with people from everywhere	1	the world	1		
good public relations	1	they are willing to work	1		
good workers	6	they bring new fresh ideas	1		
hard workers	1	they give you more respect than regular workers	1		
hard workers when they get here	1	they may have better work ethics than some of us	1		
hard working	2	they work hard	1		
have no experience couldn't say	1	trained to speak our language	1		
have to be qualified for the jobs	1	we are all humans, we are essentially the same	1		
help the workforce	1	we need more immigrant doctors	1		
I don't know	1	we need more skilled levels	1		
I don't know	1	well educated	1		
I don't see anything negative or positive same as anyone else	1	willing and happy to have a fulltime job	1		
I have nothing against anybody who is qualified	1	willing to work	1		
I think culture diversity creates positive feelings between people	1	willing to work hard to prove themselves	1		
if they are qualified	1	work ethics	1		
if they are qualified i do not see a problem with it	1	work experience	1		
if they are the best fit for the job then i would hire them	1				
if they can do the job, they should be able to	1				
if they need them, why not use them	1				
if we have people who don't want to work because of EI why not hire someone	1				
interaction with new cultures and ideas	1				

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
it is positive as long as they are not hired for cheap labor like in the rest of	1				
it would bring new ideas into the country	1				
it would broaden people's horizon	1				
just positive	1				
learn from other cultures	1				
learning experience	1				
learning new cultures	1				
learning new cultures and new ideas	1				
learning other cultures	1				
look at the strengths and weaknesses of the individual	1				
lower wages	1				
make new jobs for other people	1				
may bring more skilled workers	1				
may help business with their country of origin	1				
may provide skilled labour	1				
may stop the shortage of skilled labour here	1				
more diversity will add to this country	1				
more ideas and knowledge	1				
more initiative	1				
more people	1				
more skilled labour	1				
more skilled workers	1				
multiculturalism	1				
nag	1				
n/a	18				
new experiences and new ways of doing things helps to be open minded	1				
new ideas	4				
new ideas and ideas	1				
new ideas to the work place	1				
new ideas, different ways of doing business that we can take advantage of	1				
new ideas, make NL who don't work recognize the value of a job	1				
new people, new ideas, new ways of doing things	1				

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
new perspective	1				
new pool to draw from in regard to skills	1				
new skilled workforce	1				
new skills not available in the area	1				
nice to see different cultures	1				
no	5				
no answer	76				
no answer	1				
no comment	1				
no different than any other worker	1				
no different than hiring a Canadian as long as they possess skills	1				
no experience with it	1				
no idea	1				
no NL is already in enough trouble, better ways to spend our dollar	1				
no problem hiring if they are qualified	1				
no real opinion	1				
no response	1				
none	73				
not sure	6				
nothing	9				
nothing to say	1				
on a need per basis when we have a shortage in skilled labor	1				
our business is international clients so diversity would be great	1				
people born in other places are more appreciative to our communities	1				
people getting a chance in a free country	1				
positive enforcement for the local	1				
pretty much the same as with any other worker	1				
replenishes what we don't have here in the province	1				
should have more of it	1				
skilled workers	1				

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
skills they bring i am unable to find skilled people for my business in NL	1				
skills when there is a shortage of skills here	1				
some of these people come here for a better way of life.	1				
specific skill	1				
strong work ethic and willing to add to our labour force	1				
teach diversity to employees avoid tension	1				
the government will recognize them more and you may get funding for them to work	1				
there hard working	1				
there is always positives, but why bother there are enough	1				
they are good workers from my experience	1				
they are willing to work	2				
they bring a different outlook and different cultures	1				
they bring a lot of innovation and a will to succeed	1				
they bring more diversity	1				
they have different work ethics, different and good attitudes	1				
they will add to our labour force especially skilled workers	1				
they would bring new experience and new cultures	1				
understanding other culture would give us new ideas	1				
variety to the workforce, addition of a different perspective/life experience	1				
very eager to have a job	1				
very skilled workers	1				
we need immigrants to increase the labour force	1				
we need more skilled labour from somewhere	1				
we need more skilled workers from	1				

Table C68: The most positive things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
somewhere					
we need more workers	1				
we need more workers from somewhere	1				
we need more workers period	1				
we need workers period	1				
will add to the labour force	1				
willing to work	2				
willing to work hard	1				
work ethic just because of where they come	1				
work ethic, want to work for their pay very eager to work	1				
work very hard	1				
work with an open mind	1				
wouldn't make any difference to my business	1				

Table C69: The most negative things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
	1	and focus programs at fixing this problem before looking elsewhere	1		1
all according to situation language would be a issue if dealing with public	1	bring our people home from the mainland first before using immigrants	1	age 25 for insurance purposes	1
amount of resources we are using to get them here and train and get them working	1	concerns for training ability	1	and obtain these skills and jobs	1
as long as it does not interfere with our own getting the same jobs	1	cost for relocation	1	cannot give answer because have never had any experience working with them	1
as long as it is done so as locals do not feel threatened	1	cost of recruiting	1	cultural barrier	1
as long as there is screened properly and security and safety is foremost	1	cost of training	1	cultural difference	1
as long as they take care of our own first	1	cost of training and transportation	1	culture beliefs	1
as long as we take care of our own first	1	countries in and spend money on them	1	different languages may cause communication problems	1
caused employee dissention because it didn't work	1	cultural differences can be also negative depending on what they are	1	internationally people in this area don't want year round work	1
challenge of making them familiar with local issues and clientele	1	culture unfamiliar to both sides making it hard to adjust either way	1	lack of foreign experience	1

Table C69: The most negative things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
climate these days of less and less tolerance, could be an issue	1	cultures barrier	1	language	1
communications might be a problem initially	1	fitting in with our cultures and traditions	1	like our own kids.	1
concentrate on our people first	1	forcing their beliefs upon us when we have our own	1	no answer	20
cost to train them	1	government needs to make changes in the seasonal worker/EI mindset before looking	1	none	3
could be replacing local people who are also qualified	1	honesty	1	others from other countries	1
cultural conflict	1	housing	1	possible intolerance from local NLers about someone "from away"	1
cultural differences may cause a problem in the workplace	1	hygiene	1	team effort	1
cultural differences may create some confusion and hostility in the workplace	1	I also think if training is required new Canadians should have to burrow just	1	they expect us to change to their ways	1
cultural differences, workplace ethic sometimes differ	1	imposing cultural beliefs into workplace	1		
do not encourage more immigrants	1	gives instead of arming our own workforce many who lack skills but want to work	1		
do not understand our way of life	1	knowledge of our country	1		
don't want people to bring their religious ideas	1	lack of English	1		
don't know	1	language barrier	1		
everybody is equal in my books	1	language	1		
everyone should be more understand	1	language barrier	1		
everything we are in enough mess here without bringing people from other	1	language barriers	1		
expense	1	language training may be a problem	1		
fluent in English	1	letting the government train other workers rather than local workers	1		
for my business that i have it is important to hire locally.	1	look after our own	1		
get work for our crowd first and then worry about anybody else	1	may be taking jobs from Canadians	1		
getting used to our cultures and traditions in the workplace may be head fir the	1	may clash with our culture and traditions	1		
has to be done right with proper security in place	1	new Canadians wanting to hold onto their culture	1		
have no experience in the area but language could be barrier	1	Newfoundlanders should be hired first before people from other countries.	1		
hire locals first	2	no answer	21		
hire more Newfoundlanders	1	none '	1		
hire our own first	1	none	1		
hire our own first before we look elsewhere	1	not willing to accept our ways	1		

Table C69: The most negative things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
hire our own people that are qualified first before you hire immigrants	1	possible language differences	1		
hiring them over locals	1	qualified	1		
how good is their English	1	screen these people thoroughly before they arrive here	1		
I don't see anything wrong with it	1	support locally workers first	1		
I don't think there is anything negative	1	taking away from local	1		
I personally see nothing negative	1	taking jobs away from the local market and having our NL move away for work	1		
if the community in general had a problem with them.	1	the government should be more worried about their own people before catering to	1		
in places like Atlantic Canada where there are people available to work	1	they are given too much freedom and too many breaks here	1		
in rural Newfoundland	1	travel expenses	1		
integration to Canadian way in regard to laws	1	wary because I'm seasonal business what do you do with workers after season over	1		
it can create some tension in the workplace	1				
it is fair to be careful to target the types of work we want skilled labour for	1				
it may cost more to recruit them and get them here	1				
it takes work away from the Newfoundlanders and Labradorians	1				
jealousy among current workers	1				
jealousy in the workplace	1				
just the ones we discussed earlier	1				
language	2				
language barrier	2				
language barrier	1				
language	1				
language and cultural barriers	1				
language barrier	17				
language barrier could cause confusion	1				
language barrier makes it difficult for us to community	1				

Table C69: The most negative things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
language barrier may be a problem	1				
language barriers	2				
language barriers could be a problem	1				
language barriers with other employees	1				
language differences	1				
language difficulties would be very problematic in my business	1				
lets get our own house in order first	1				
language	1				
local workers that are qualified for the position first	1				
longer training period required	1				
look after our own first then worry about immigrants	1				
look to employing out of work Newfoundlanders	1				
may create tensions from locals	1				
may take away from local workers	1				
may take jobs and opportunities from Canadians	1				
may take jobs from locals	1				
maybe language problems	1				
n/a	20				
NL workers not getting the opportunity to use there skills	1				
no	6				
no answer	71				
no comment	2				
no experience with it	1				
no i don't think or see why	1				
no i don't think there is anything wrong with it, it's basically up to yourself	1				
no negatives	1				
no negative things people need a chance	1				

Table C69: The most negative things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
no not really	2				
no real opinion	1				
none	89				
none as long as they possess the skills	1				
none right now	1				
not at all	1				
not enough work for Newfoundlanders	1				
not enough work here for Newfoundlanders here as it is	1				
not if it means taking jobs from people who have none	1				
not one thing	1				
not really	2				
not really if it is done right	1				
not sure	4				
not that i can see	1				
nothing	21				
nothing as i see it	1				
nothing as long as the proper background checks are employed	1				
nothing at all	3				
nothing from my experiences working with these people	1				
nothing negative	1				
nothing providing they meet the required credentials	1				
nothing really	1				
nothing right now	1				
nothing what so ever	2				
only if displaces people here the have the same qualifications	1				
only the language barrier when dealing with the public	1				
other than local people wondering why we had to go out of the country to hire	1				
people are bias to who they are hiring because of war and 911	1				
possible language barrier	2				
potential office tension based on communication problems	1				
pretty much the same as with any other worker	1				
relying on immigrants to supply skills	1				

Table C69: The most negative things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
to workforce and spending money on incentives					
retention	1				
should hire NL's for the work before hiring new Canadians	1				
should worry about our graduating students first and then see where we can go	1				
skills are the most important aspect not where people are from	1				
take care of our own first	2				
take care of our own first and then worry about immigrants	1				
take care of our own first then worry about immigrants	1				
take care of our own people first	1				
take care of us first in regards to unemployment	1				
take care of your own people first in employment respects	1				
taking away jobs	1				
taking job from Canadians	1				
taking jobs away from local area and Canada	1				
taking jobs away from Canadians	1				
taking jobs away from local workers	3				
taking jobs from Canadians	2				
taking jobs from locals	1				
taking jobs from locals in small communities	1				
taking jobs from other Canadians	1				
taking jobs from people here	1				
taking jobs from us here	1				
the only barrier for me would be the language element	1				
there are enough Newfoundlanders unemployed and on assistance we need to gear	1				
there is enough Canadians willing to work first	1				
there is enough people in this area unemployed without bringing in a new face	1				
they may bring an attitude because of their countries political troubles	1				

Table C69: The most negative things about hiring New Canadians and international workers, in order of importance, are

The Most Important	#	The Second Most Important	#	The Third Most Important	#
they may take jobs away from Newfoundlanders.	1				
this country has to become more multicultural for economic purposes	1				
too much red tape trying to get a worker here	1				
we have enough Canadians to work now. train our own people first.	1				
we have enough people looking for work here as it is	1				
we need to train and educate our young people first	1				
we need workers from somewhere	1				
we should come first	1				
we should take care of our own first before we cater to them	1				
will leave the company for a better position	1				

Table C70: Positive Comments from Firms that Hire New Canadians

Good for my business which deals with people from everywhere
Good workers
We need immigrants to increase the labour force
Better sense of global opportunities
Change of ideas/thinking outside the box
Good workers
Work ethic; want to work for their pay very eager to work
There hard working
Bringing in more entrepreneur thinking, competition
People born in other places are more appreciative to our communities
Pretty much the same as with any other worker
Fresh ideas
Excellent workers
They are good workers from my experience
Eager to prove themselves
Interaction with new cultures and ideas
Added new skills
Bigger skilled work force to draw from
Create diversity and understanding
Education
Excellent workers
They bring more diversity
As long as they are willing to work
Excellent to work with
Cultural experience
Good workers
Fills need that we can't find locally
Positive enforcement for the local
Diversity, introduce a new perspective
Learning experience
Difference is positive
Bring more work to the province
Reliable

Table C70: Positive Comments from Firms that Hire New Canadians

Reliable
Well educated
New ideas,
Acknowledge of quality of life they work hard to sustain it
Work ethic
Willing to work
They work hard
Determined to prove people wrong about their work habits
Excellent work ethic
Diversity
Work experience
Good work ethic
Giving people a chance
Are willing to work
More incentives to work
Dependable
Production
New Canadians work hard to be equal
Exposure to different cultures
Met educational requirement
Country of origin, perspective
New ideas and new diversity
More skilled workers
Harmonies within the work environment

Table C71: Negative Comments from Firms that Hire New Canadians

Integration to Canadian way in regard to laws
Will leave the company for a better position
Language barriers with other employees
Language barrier
As long as it is done so as locals do not feel threatened
Pretty much the same as with any other worker
Language barriers could be a problem
None as long as they possess the skills
Take care of our own first and then worry about immigrants
Age, too old or too young
Language barriers
Getting used to our cultures and traditions in the workplace may be hard
Possible language barrier
Caused employee dissention because it didn't work
Lack of English
Lack of foreign experience

Table C72: Positive Comments from Firms that don't Hire New Canadians (Most Important)

A fresh outlook on working
Add diversification into the workplace
Adding immigrants gives us a new philosophy of the way things are done
Adding to our skilled labour force
As long as they are qualified
As long as they are qualified for the jobs at hand
Assuming skill set there deepens labor pool
Benefit our workforce because some people here do not want to work
Bring a different perspective into the workplace
Bring a new perspectives to the market
Bring experiences
Bring in families and generate more business
Bring in new ideas
Bring more people into this industry
Bring new ideas
Bring new ideas to the province

Table C72: Positive Comments from Firms that don't Hire New Canadians (Most Important)

Bringing more skilled labour into the country
Community relations may improve
Could learn something from them in a positive
Creates jobs for us
Cultural diversity
Cultural diversity in the workplace with new ideas
Cultural diversity is very important
Cultural ideas could be utilized
Cultural diversity
Different cultures bring different outlooks on life and society
Different ideas and customs
Diversity
Diversity in the workplace
Diversity in thinking
Diversity, brings new points of view
Doesn't matter where you're from as long as you're willing to do the work
Doesn't really apply to anyone in this area there are no jobs for the existing
Don't know
Don't think there is
Easier to train in the workforce
Excellent to have someone who understands
Expectations are lower, based on where they come from
Familiar with other cultures
Fill a void with shortage of skilled workers
Fill jobs that local workers cannot fill
For specialized professions
Fresh outlook
Give anybody a chance to live freely in this world
Give them a chance to prove themselves
Gives us some creativity in the workplace
Giving someone new a chance
Global view
Good experience for the client, exposure to something different
Good public relations
Good workers
Hard workers
Hard workers when they get here
Hard working
Have no experience couldn't say
Have to be qualified for the jobs
Help the workforce
I don't know
I don't know
I don't see anything negative or positive same as anyone else
I have nothing against anybody who is qualified
I think culture diversity creates positive feelings between people
If they are qualified
If they are qualified I do not see a problem with it
If they are the best fit for the job then I would hire them
If they can do the job, they should be able to
If they need them, why not use them
If we have people who don't want to work because of lei why not hire someone
It is positive as long as they are not hired for cheap labor like in the rest of
It would bring new ideas into the country
It would broaden people's horizon
Just positive
Learn from other cultures
Learning new cultures
Learning new cultures and new ideas
Learning other cultures
Look at the strengths and weaknesses of the individual
Lower wages
Make new jobs for other people
May bring more skilled workers
May help business with their country of origin

Table C72: Positive Comments from Firms that don't Hire New Canadians (Most Important)

May provide skilled labour
May stop the shortage of skilled labour here
More diversity will add to this country
More ideas and knowledge
More initiative
More people
More skilled labour
More skilled workers
Multiculturalism
New experiences and new ways of doing things helps to be open minded
New ideas
New ideas and ideas
New ideas to the work place
New ideas, different ways of doing business that we can take advantage of
New ideas, make Newfoundlanders who don't work recognize the value of a job
New people, new ideas, new ways of doing things
New perspective
New pool to draw from in regard to skills
New skilled workforce
New skills not available in the area
Nice to see different cultures
No different than any other worker
No different than hiring a Canadian as long as they possess skills
No experience with it
No NL is already in enough trouble, better ways to spend our dollar
No problem hiring if they are qualified
On a need per basis when we have a shortage in skilled labor
Our business is international clients so diversity would be great
People getting a chance in a free country
Replenishes what we don't have here in the province
Should have more of it
Skilled workers
Skills they bring I am unable to find skilled people for my business in NL
Skills when there is a shortage of skills here
Some of these people come here for a better way of life.
Specific skill
Strong work ethic and willing to add to our labour force
Teach diversity to employees avoid tension
The government will recognize them more and you may get funding for them to work
There is always positives, but why bother there are enough
They are willing to work
They bring a different outlook and different cultures
They bring innovation and a will to succeed
They have different work ethics, different and good attitudes
They will add to our labour force especially skilled workers
They would bring new experience and new cultures
Understanding other culture would give us new ideas
Variety to the workforce, addition of a different perspective/life experience
Very eager to have a job
Very skilled workers
We need more skilled labour from somewhere
We need more skilled workers from somewhere
We need more workers
We need more workers from somewhere
We need more workers period
We need workers period
Will add to the labour force
Willing to work
Willing to work hard
Work ethic just because of where they come
Work very hard
Work with an open mind
Wouldn't make any difference to my business
No answer or Nothing
Total

Table C73: Positive Comments from Firms that don't Hire New Canadians (Second Most Important)

A different outlook
Add to the labour supply of this province
Adding to our declining population
Adding to our ways of life
Adds to our experiences
Another view point into how things are done
Attitude
Bring new skills
Bringing more skilled labour
Broaden of the mainstream
Cultural differences are good via learning
Cultural diversity
Different ideas from different countries
Different opinions on issues in the workplace
Diversity
Eager to work
Eagerness to work
Enhance our economy
Enthusiasm and desire to work
Fresh approach
Fresh approach
Good for exporting
Good work ethic
Good work ethic
Have a shortage of workers here
If they are qualified for the jobs they should not be discriminated against
Improve exporting
Improve the countries worth
May add to the economy
May bring more skilled labour
May bring more skilled labour into the workforce
More cultures to learn from
More ideas and input
More opportunities for export
More productive
Need more cultural diversity, it would benefit the province
New economic boom
New ideas and innovations
New ideas to the market
New ideas, new ways of doing things better
New incentives for business
New perspectives
People in the community
Perspective, new blood
Positive Newfoundlanders requiring assistance
Possibly more skilled workers
Punctual
Recognize and seize available opportunities
Show other countries we can work together
Some of these people are very skilled and educated.
Speak English
The world
They are willing to work
They bring new fresh ideas
They give you more respect than regular workers
They may have better work ethics than some of us
Trained to speak our language
We are all humans, we are essentially the same
We need more immigrant doctors
We need more skilled levels
Willing and happy to have a fulltime job

Table C73: Positive Comments from Firms that don't Hire New Canadians (Second Most Important)

Willing to work hard to prove themselves
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Table C74: Positive Comments from Firms that don't Hire New Canadians (Third Most Important)

Adding to our population and economy
Appreciate your community and personal belonging and situation
Could help out communities be better places
Education
Enhances skilled labour force
Extra sales staff
Give that little bit extra
Give these people a chance
Ideal melting pot is equivalent of all number of equal cultures
More people in the community
Potential new market development in the new Canadian communities
They will work for minimum wage whereas some people here will not
Who will contribute to our economy
Willing to work hard
Willingness to work
Work ethic

Table C75: Negative Comments from Firms that don't Hire New Canadians (Most Important)

All according to situation language would be a issue if dealing with public
Amount of resources we are using to get them here and train and get them working
As long as it does not interfere with our own getting the same jobs
As long as there is screened properly and security and safety is foremost
As long as they take care of our own first
As long as we take care of our own first
Challenge of making them familiar with local issues and clientele
Climate these days of less and less tolerance, could be an issue
Communications might be a problem initially
Concentrate on our people first
Cost to train them
Could be replacing local people who are also qualified
Cultural conflict
Cultural differences may cause a problem in the workplace
Cultural differences may create some confusion and hostility in the workplace
Cultural differences, workplace ethic sometimes differ
Do not encourage more immigrants
Do not understand our way of life
Don't want people to bring their religious ideas
Don't know
Everybody is equal in my books
Everyone should be more understand
Everything we are in enough mess here without bringing people from other
Expense
Fluent in English
For my business that I have it is important to hire locally.
Get work for our crowd first and then worry about anybody else
Has to be done right with proper security in place
Have no experience in the area but language could be barrier
Hire locals first
Hire more Newfoundlanders
Hire our own first
Hire our own first before we look elsewhere
Hire our own people that are qualified first before you hire immigrants
Hiring them over locals
How good is their English
I don't see anything wrong with it
I don't think there is anything negative
I personally see nothing negative
If the community in general had a problem with them.
In places like Atlantic Canada where there are people available to work
In rural Newfoundland
It can create some tension in the workplace

Table C75: Negative Comments from Firms that don't Hire New Canadians (Most Important)

It is fair to be careful to target the types of work we want skilled labour for
It may cost more to recruit them and get them here
It takes work away from the Newfoundlanders and Labradoreans
Jealousy among current workers
Jealousy in the workplace
Just the ones we discussed earlier
Language
Language barrier
Language barrier
Language
Language and cultural barriers
Language barrier
Language barrier could cause confusion
Language barrier makes it difficult for us to community
Language barrier may be a problem
Language barriers
Language differences
Language difficulties would be very problematic in my business
Lets get our own house in order first
Language
Local workers that are qualified for the position first
Longer training period required
Look after our own first then worry about immigrants
Look to employing out of work Newfoundlanders
May create tensions from locals
May take away from local workers
May take jobs and opportunities from Canadians
May take jobs from locals
Maybe language problems
NL workers not getting the opportunity to use there skills
No experience with it
No I don't think or see why
No I don't think there is anything wrong with it, it's basically up to yourself
No negative things people need a chance
Not enough work for Newfoundlanders
Not enough work here for Newfoundlanders here as it is
Not if it means taking jobs from people who have none
Not really if it is done right
Nothing as long as the proper background checks are employed
Nothing providing they meet the required credentials
Only if displaces people here the have the same qualifications
Only the language barrier when dealing with the public
Other than local people wondering why we had to go out of the country to hire
People are bias to who they are hiring because of war and 911
Possible language barrier
Potential office tension based on communication problems
Relying on immigrants to supply skills to workforce and spending money on incentives
Retention
Should hire NL's for the work before hiring new Canadians
Should worry about our graduating students first and then see where we can go
Skills are the most important aspect not where people are from
Take care of our own first
Take care of our own first then worry about immigrants
Take care of our own people first
Take care of us first in regards to unemployment
Take care of your own people first in employment respects
Taking away jobs
Taking job from Canadians
Taking jobs away from local area and Canada
Taking jobs away from Canadians
Taking jobs away from local workers
Taking jobs from Canadians
Taking jobs from locals
Taking jobs from locals in small communities
Taking jobs from other Canadians

Table C75: Negative Comments from Firms that don't Hire New Canadians (Most Important)

Taking jobs from people here
Taking jobs from us here
The only barrier for me would be the language element
There are enough Newfoundlanders unemployed and on assistance we need to gear
There is enough Canadians willing to work first
There is enough people in this area unemployed without bringing in a new face
They may bring an attitude because of their country's political troubles
They may take jobs away from Newfoundlanders.
This country has to become more multicultural for economic purposes
Too much red tape trying to get a worker here
We have enough Canadians to work now. Train our own people first.
We have enough people looking for work here as it is
We need to train and educate our young people first
We need workers from somewhere
We should come first
We should take care of our own first before we cater to them

Table C76: Negative Comments from Firms that don't Hire New Canadians (Second Most Important)

And focus programs at fixing this problem before looking elsewhere
Bring our people home from the mainland first before using immigrants
Concerns for training ability
Cost for relocation
Cost of recruiting
Cost of training
Cost of training and transportation
Countries in and spend money on them
Cultural differences can be also negative depending on what they are
Culture unfamiliar to both sides making it hard to adjust either way
Cultures barrier
Fitting in with our cultures and traditions
Forcing their beliefs upon us when we have our own
Government needs to make changes in the seasonal worker mindset before looking
Honesty
Housing
Hygiene
I also think if training is required new Canadians should have to burrow just
Imposing cultural beliefs into workplace
Ives instead of arming our own workforce many who lack skills but want to work
Knowledge of our country
Language barrier
Language
Language barrier
Language barriers
Language training may be a problem
Letting the government train other workers rather than local workers
Look after our own
May be taking jobs from Canadians
May clash with our culture and traditions
New Canadians wanting to hold onto their culture
Newfoundlanders should be hired first before people from other countries.
Not willing to accept our ways
Possible language differences
Qualified
Screen these people thoroughly before they arrive here
Support locally workers first
Taking away from local
Taking jobs away from the local market and having our NL move away for work
The government should be more worried about their own people before catering to
They are given too much freedom and too many breaks here
Travel expense
Wary because I'm seasonal business what do you do with workers after season over

Table C77: Negative Comments from Firms that don't Hire New Canadians (Third Most Important)

Age 25 for insurance purposes

Table C77: Negative Comments from Firms that don't Hire New Canadians (Third Most Important)

And obtain these skills and jobs
Cultural barrier
Cultural difference
Culture beliefs
Different languages may cause communication problems
Internationally people in this area don't want year round work
Language
Like our own kids.
Others from other countries
Possible intolerance from local NL about someone "from away"
Team effort
They expect us to change to their ways

Appendix D - Results of the Statistical Analysis

The methodology for the statistical analysis involved a two-step process. Using cross tabulations, Chi square tests were used to identify possible relationships between variables. If a relationship was established in step one, step two used logistic regression procedure to identify the nature of the relationship. The likelihood of hiring New Canadians and international workers is modeled as classification problem where the characteristics of those who hire New Canadian and international workers are separated from those who don't. A detailed discussion of the procedure is given in Appendix A

Step 1: Analysis of Cross Tabulations

The relationship between those firms that hire New Canadians and international workers (HNC) and those firms that don't can be done by examining the categorical responses of both groups to questions from the survey instrument. The following presents an analysis of the contingency tables constructed from the instrument.

Status of Firm's Sales and Employment

Respondents were asked a series of questions about their past and expected sales and past and expected employment levels. A summary of the responses are presented in Tables D1 through D4. From Table D1, 71% of firms that HNC reported that sales increased in the last 5 years, while 52% of firms that don't HNC reported that sales increased in the last 5 years. However results from the Chi-square test suggest that there is no difference between those firms that hire New Canadians and international workers than those that don't hire New Canadians with respect to their experience with past sales.

Table D1: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against the Status of the Firm's Sales in the Last Five Years

		In the last five years, sales have...				
		Declined	Unchanged	Increased	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	2	7	22	1	32
	No	77	88	180	23	368
	No Answer	0	0	1	0	1
	Total	79	95	203	24	401

An analysis of Table D2 shows that 56% of firms that HNC reported that employment increased in the last 5 years, while 33% of firms that don't HNC reported that employment increased in the last 5 years. Here the testing results are mixed. The null hypothesis of equal proportions would not be rejected at 1% level of significance but would be rejected at the 5% level of significance.

Table D2: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against the Status of the Firm's Employment in the Last Five Years

		In the last five years, the number of employees in my firm has...				
		Declined	Unchanged	Increased	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	3	11	18	0	32
	No	65	178	117	8	368
	No Answer	0	1	0	0	1
	Total	68	190	135	8	401

From Table D3, 81% of firms that HNC reported that they expect sales to increase, while 68% of firms that don't HNC reported that they expect sales to increase. Results from the Chi-square test suggest that there is no difference between those firms that hire New Canadians and international workers than those that don't hire New Canadians with respect to their expectation of future sales.

Table D3: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against the Status of the Firm's Sales Expectations in the Next Five Years

		In the next five years, I expect that my sales will have...				
		Declined	Unchanged	Increased	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	1	5	25	1	32
	No	22	90	233	23	368
	No Answer	0	0	1	0	1
	Total	23	95	259	24	401

Table D4 presents the cross-classification table for questions 11b and 8c. Of those firms that answered both questions, 75% of firms that HNC reported that they expect employment to increase, while 51% of firms that don't HNC reported that they expect employment to increase. Again the testing results are mixed. The null hypothesis of equal proportions would not be rejected at 1% level of significance but would be rejected at the 5% level of significance.

Table D4: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against the Status of the Firm's Employment Expectations in the Next Five Years

		In the next five years, I expect that the number of employees in my firm will have...				
		Declined	Unchanged	Increased	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	1	7	24	0	32
	No	25	150	186	7	368
	No Answer	0	0	1	0	1
	Total	26	157	211	7	401

Although the test results are mixed, there is a pattern in the responses of those firms who HNC. In all cases there is larger proportion of firms that HNC who reported that past and expected sales and employment would increase when compared to firms that don't HNC.

Worker Characteristics and Labour Market Problems

Respondents were asked a series of questions about their awareness and difficulties they may have had attracting workers with different skill sets. A summary of the responses are presented in Tables D5 through D10. From Table D5, 72% of the firms that HNC have difficulty attracting skilled workers, while 27% of the firms that don't HNC reported that they have had difficulty attracting skilled workers. There is a disproportionate response from those firms who hire New Canadians and those firms who responded yes to problems attracting skilled workers. The results of the Chi-square test show that there is a statistical difference between the two groups. The results suggest that firms who HNC are more likely to have problems attracting skilled workers

Table D5: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm had Difficulty Attracting Skilled Workers in the Last Five Years

		In the last five years, my company has had difficulty attracting Skilled workers.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	23	9	0	32
	No	98	261	9	368
	No Answer	0	1	0	1
	Total	121	271	9	401

Table D4 presents the cross-classification table for questions 11b and 9b. Of those firms that answered both questions, 87% of both groups reported that they didn't have problems attracting semi-skilled workers. Statistically there is no difference between those firms that hire New Canadians and international workers than those that don't when it comes to difficulties hiring semi-skilled.

Table D6: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm had Difficulty Attracting Semi-skilled Workers in the Last Five Years

		In the last five years, my company has had difficulty attracting Semi-skilled workers.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	4	28	0	32
	No	46	313	9	368
	No Answer	0	1	0	1
	Total	50	342	9	401

From Table D7, 94% of firms that HNC reported that they didn't have problems attracting unskilled workers, while 86% of firms that don't HNC reported that they didn't have problems attracting unskilled workers. There is no difference between those firms that hire New Canadians and international workers than those that don't when it comes to difficulties hiring unskilled workers.

Table D7: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm had Difficulty Attracting Unskilled Workers in the Last Five Years

		In the last five years, my company has had difficulty attracting Unskilled workers.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	2	30	0	32
	No	41	317	10	368
	No Answer	0	1	0	1
	Total	43	348	10	401

An analysis of Table D8 shows that 66% of those firms that HNC are aware of other firms having difficulty attracting skilled workers whereas 40% of those firms that don't HNC reported an awareness of other firms having difficulty attracting skilled workers. The test results show that there is a statistical difference between the two groups. There is a disproportionate response from those firms who HNC and those firms who don't HNC. Those firms who hire New Canadians and international workers are more likely to report that they are aware of other companies having difficulty attracting skilled workers.

Table D8: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Aware of Other Companies having Difficulty Attracting Skilled Workers in the Last Five Years

		In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Skilled workers?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	21	11	0	32
	No	104	260	4	368
	No Answer	0	1	0	1
	Total	125	272	4	401

Table D4 presents the cross-classification table for questions 11b and 10c. Of those firms that answered both questions, 34% of those firms that HNC reported being aware of other companies having difficulty attracting semi-skilled workers, while 18% of those firms that don't HNC reported an awareness of other firms having difficulty attracting semi-skilled workers. The test results are mixed suggesting that you would not reject the null hypothesis of equal proportions at 1% level of significance but would reject the null at the 5% level of significance.

Table D9: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Aware of Other Companies having Difficulty Attracting Semi-skilled Workers in the Last Five Years

		In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Semi-skilled workers?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	11	21	0	32
	No	64	294	10	368
	No Answer	0	1	0	1
	Total	75	316	10	401

From Table D10, 84% of firms that HNC reported that they were not aware of other companies having difficulties attracting unskilled workers, while 84% of firms that don't HNC reported that they were not aware of other companies having difficulties attracting unskilled workers. The test results indicate that the actual and expected proportions are very similar. There is no statistical difference between those firms that hire New Canadians and international workers than those that don't when it comes to awareness of other companies having difficulties hiring and unskilled workers

Table D10: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Aware of Other Companies having Difficulty Attracting Unskilled Workers in the Last Five Years

		In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Unskilled workers?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	5	26	1	32
	No	57	302	9	368
	No Answer	0	1	0	1
	Total	62	329	10	401

Human Resource Activities and Workplace Needs

Respondents were asked a series of questions about their past hiring and future plans regarding human resource activities and workplace needs. A summary of the responses are presented in Tables D11 through D20. From Table D11, 74% of those firms who HNC have hired workers from other provinces while only 12% of those firms that don't HNC hired workers from other provinces. There is a disproportionate response from those firms who hire New Canadians and those firms who don't HNC. The test results indicate that there is a statistical difference between the two groups. Those firms who hire New Canadians and international workers are more likely to hire workers from other provinces than those firms who haven't HNC..

Table D11: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Hired Workers from Other Provinces in the Last Five Years

		In the last five years, my company has hired workers from other provinces.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	23	8	1	32
	No	44	322	2	368
	No Answer	0	1	0	1
	Total	67	331	3	401

Table D12 presents the cross-classification table for questions 11b and 12a. Of those firms that answered both questions, 90% of the firms who HNC plan to upgrade skills, while 53% of the firms who don't HNC plan to upgrade skills. There is a disproportionate response from those firms who hire New Canadians and those firms who don't HNC. The test results indicate that there is a statistical difference between the two groups. Those firms who hire New Canadians and international workers are more likely to plan to upgrade skills than those firms who haven't HNC..

Table D12: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Planning to Upgrade the Skills of their Current Employees as a Strategy to Meet their Future Workplace Needs

		To address future workplace needs, my company is planning to upgrade the skills of our current employees.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	28	3	1	32
	No	191	168	9	368
	No Answer	1	0	0	1
	Total	220	171	10	401

From Table D13, 80% of the firms who HNC plan to increase employee retention, while only 47% of the firms who don't HNC plan to increase employee retention. There is a disproportionate response between those firms who hire New Canadians and those firms who don't HNC. The test results indicate that there is a statistical difference between the two groups. Those firms who hire New Canadians and international workers are more likely to plan to increase employee retention than those firms who haven't HNC..

Table D13: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Planning to Implement Measures to Increase Retention of their Current Employees as a Strategy to Meet their Future Workplace Needs

		To address future workplace needs, my company is planning to implement measures to increase retention of current employees.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	25	6	1	32
	No	168	188	12	368
	No Answer	0	1	0	1
	Total	193	195	13	401

An analysis of Table D14 shows that 83% who HNC plan to employ more young people and 69% who don't HNC plan to employ more young people. The test results indicate that there is no difference between the two groups. Both groups plan to hire more young people.

Table D14: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Planning to Hire More Young People as a Strategy to Meet their Future Workplace Needs

		To address future workplace needs, my company is planning employ more young people.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	24	5	3	32
	No	241	109	18	368
	No Answer	0	0	1	1
	Total	265	114	22	401

Table D15 presents the cross-classification table for questions 11b and 12d. Of those firms who answered both questions, 45% of firms that hire New Canadians and international workers plan to hire workers from other provinces, while 18% of firms that don't hire New Canadians and international workers plan to hire workers from other provinces. The test results indicate that there is a statistical difference between the two groups. Firms who hire New Canadians and international workers are more likely to hire workers from other provinces than those firms who haven't HNC.

Table D15: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Planning to Hire More Workers from Other Provinces as a Strategy to Meet their Future Workplace Needs

		To address future workplace needs, my company is planning employ more workers from other provinces.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	14	17	1	32
	No	61	283	24	368
	No Answer	0	1	0	1
	Total	75	301	25	401

From Table D16, 55% of firms that hire New Canadians and international workers plan to employ New Canadians and international workers, while 19% of firms that don't hire New Canadians and international workers plan to employ New Canadians and international workers. The test results indicate that there is a statistical difference between the two groups. Firms who hire New Canadians and international workers are more likely to employ New Canadians and international workers than those firms who haven't HNC.

Table D16: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Planning to Hire More New Canadians and International Workers as a Strategy to Meet their Future Workplace Needs

		To address future workplace needs, my company is planning employ more New Canadians and international workers.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	16	13	3	32
	No	64	267	37	368
	No Answer	0	1	0	1
	Total	80	281	40	401

An analysis of Table D17 below shows that 39% of firms that hire New Canadians and international workers plan to relocate work while 13% of firms that don't hire New Canadians and international workers plan to relocate work. The test results indicate that there is a statistical difference between the two groups. Firms who hire New Canadians and international workers are more likely to relocate work than those firms who haven't HNC.

Table D17: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Planning to Relocate Work as a Strategy to Meet their Future Needs

		To address future workplace needs, my company is planning to relocate work to fulfill our needs.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	12	19	1	32
	No	48	313	7	368
	No Answer	0	1	0	1
	Total	60	333	8	401

Table D18 presents the cross-classification table for questions 11b and 12g. Of those firms that answered both questions, 47% of firms that hire New Canadians and international workers plan to attract workers from other firms, while 16% of firms that don't hire New Canadians and international workers plan to attract workers from other firms. The test results indicate that there is a statistical difference between the two groups. Firms who hire New Canadians and international workers are more likely to attract workers from other firms than those firms who haven't HNC.

Table D18: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm was Planning to Attract Workers from Other Firms as a Strategy to Meet their Future Workplace Needs

		To address future workplace needs, my company is planning to attract workers from other firms and organizations.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	14	16	2	32
	No	59	300	9	368
	No Answer	0	1	0	1
	Total	73	317	11	401

From Table D19, 46% of the firms that HNC have an explicit human resource strategy, while 20% of the firms that don't HNC have a human resource strategy. The test results indicate that there is a statistical difference between the two groups. Firms who hire New Canadians and international workers are more likely to have an explicit human resource strategy than those firms who haven't HNC.

Table D19: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm has an Explicit Human Resource Strategy

		My company has an explicit Human Resource Strategy.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	15	17	0	32
	No	73	287	8	368
	No Answer	0	1	0	1
	Total	88	305	8	401

An analysis of the data from Table D20 below suggests that there is no statistical difference between the two groups when it comes to their support of cultural diversity as an employment policy. As indicated in Table D20, both groups support cultural diversity as an employment policy

Table D20: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Supports Cultural Diversity as an Employment Policy

		My company support cultural diversity as an employment policy.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	30	2	0	32
	No	284	67	17	368
	No Answer	1	0	0	1
	Total	315	69	17	401

Of those firms that reported difficulties attracting medical personnel 38% of those firms HNC while 56% of firms who don't HNC reported trouble attracting medical personnel. There is no statistical difference in behavior between those firms that hire New Canadians and international workers and those that don't with respect to trouble attracting medical personnel . This information is presented in Table d24 below.

Table D24: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Firm's Community has had Trouble Attracting Medical Personnel in the Last Five Years

		My community has had trouble attracting medical personnel (i.e. family doctors) in the last five years.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	9	15	8	32
	No	174	139	55	368
	No Answer	0	1	0	1
	Total	183	155	63	401

Addressing the Language Needs of New Canadians in the Workplace

Tables D25 through D28 presents the responses of both groups to questions involving language training and the role of the government. From the tables below there is no statistical difference in the responses between the two groups. For example, both reported:

- ❖ They don't have language training for employees from other countries.
- ❖ They are not supportive of in-house training - 70% who HNC and 80% of the firms that don't HNC
- ❖ They are not supportive of the idea of paying for off-site training - 76% who HNC and 83% of the firms that don't HNC.
- ❖ They do support incentives that would allow firms to hire more New Canadians- 93% who HNC and 83% of the firms that don't HNC.

Table D25: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm has Language Training for Employees from Other Countries

		My company has language training for employees from other countries.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	1	30	1	32
	No	1	261	106	368
	No Answer	0	1	0	1
	Total	2	292	107	401

Table D26: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm is Willing to Offer In-house Language Training for Employees

		My company would be willing to offer in-house language training for employees.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	9	21	2	32
	No	52	204	112	368
	No Answer	0	1	0	1
	Total	61	226	114	401

Table D27: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm is Willing to Pay for Off-site Language Training for Employees

		My company would be willing to pay for off-site language training for employees.			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	7	22	3	32
	No	42	205	121	368
	No Answer	0	1	0	1
	Total	49	228	124	401

Table D28: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Would Be Willing to Hire New Canadians and International Workers if there were Incentives

		My company be willing to hire New Canadians and international workers if there were incentives			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	26	2	4	32
	No	289	58	21	368
	No Answer	0	1	0	1
	Total	315	61	25	401

Language Training and the Role of Government Policy

The respondents were asked a series of question pertaining to language training and government policy. Their answers are presented in Tables D29 through Tables D33. The key findings were:

- ❖ That there was no statistical difference in behavior between those firms that hire New Canadians and international workers and those firms that don't. This is the conclusion from the analysis of the Tables D29 through Tables D33.
- ❖ A significant majority (87%) recorded a lack of awareness with respect to Government Programs
- ❖ Both groups indicated positive support for Government Programs and language Training programs (83% are firms that HNC and 73% are firms that don't).
- ❖ Both groups indicated positive support for Government Programs that promote cultural understanding (81% of all firms)

- ❖ There was positive support for Government Programs that would create new services to enhance credential recognition services for NC (81% are firms that HNC and 71% are firms that don't)
- ❖ There was strong positive support for more occupational information and services to NC prior to arrival (77% are firms that HNC and 79% are firms that don't)

Table D29: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm is Aware of Provincial or Federal Programs that are in Place to Assist New Canadians to Integrate into the Local Labour Force

		Are you aware of programs that either the Provincial or Federal government has in place to assist New Canadians to integrate into the local labour force?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	4	28	0	32
	No	46	319	3	368
	No Answer	0	1	0	1
	Total	50	348	3	401

Table D30: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Feels that the Government Should Implement New Programs to Improve Language Training for New Canadians, Especially Occupational-Specific Training

		Do you think the Government should Implement new programs to improve language training for New Canadians and international workers, especially occupation-specific language training?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	24	5	3	32
	No	250	94	24	368
	No Answer	0	1	0	1
	Total	274	100	27	401

Table D31: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Feels that the Government Should Promote and Create Programs to Encourage Cultural Understanding

		Do you think the Government should Promote and create programs to encourage cultural understanding?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	25	6	1	32
	No	284	68	16	368
	No Answer	0	1	0	1
	Total	309	75	17	401

Table 32: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Feels that the Government Should Promote Existing Services and Create New Services to Enhance Credential Recognition of Services for Immigrants

		Do you think the Government should promote existing and create new services to enhance credential recognition services for immigrants?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	25	6	1	32
	No	230	97	41	368
	No Answer	0	1	0	1
	Total	255	104	42	401

Table D33: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Feels that the Government Should Provide More Occupational Information and Services to New Canadians and International Workers Prior to their Arrival

		Do you think the Government should provide more occupational information and services to New Canadians and international workers prior to their arrival?			
		Yes	No	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	24	7	1	32
	No	269	71	28	368
	No Answer	0	1	0	1
	Total	293	79	29	401

Employer's Workplace Attitudes towards New Canadian and International Workers

Respondents were asked a series of questions about possible challenges they may face when integrating New Canadians and international workers into their workplace. Their responses are presented in Table D34 through Table D41. Typically, the results suggest that there is no statistical difference regarding attitudes between firms the hire New Canadians and those that don't however there a few differences. For example:

- ❖ Both groups thought language difference were important (72% are firms that HNC 85% are firms that don't.)
- ❖ Both groups thought that cultural differences didn't create confusion in the workplace. However it is important to note that 72% those firms that hire New Canadians thought that this issue was not important whereas only 56% of the firms that don't hire New Canadian that it was not important.
- ❖ The majority of both groups reported that it was not important with respect to the tension it may create in the workplace when hiring New Canadians. However it is important to note that 88% those firms that hire New Canadians thought that this

- issue was not important whereas only 63% of the firms that don't hire New Canadian said it was not important.
- ❖ Both groups thought the issue of HNC making it difficult to our own products locally was not import (87% of all firms reported not important).
 - ❖ There is a difference in opinion between those firms who HNC and those that don't when it comes to incurring additional training costs. From Table D38, 66% of the firms that HNC did not think it was important but 69% of those firms who don't HNC thought is was important
 - ❖ Both groups thought that the issue regarding the difficulty that New Canadians had working in a team environment was not important (80% of all firms reported not important.
 - ❖ The attitudes of both groups are same where the slight majority suggest that New Canadians and international workers are unfamiliar with Canadian business and work practices
 - ❖ A majority from both group thought the issue of unreliable credentials was not important (76% are firms that HNC and 63% are firms that don't)

Table D34: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers Languages Differences as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, language differences making it difficult to communicate was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	9	15	8	0	32
	No	56	203	104	5	368
	No Answer	0	0	1	0	1
	Total	65	218	113	5	401

Table D35: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers Cultural Differences as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, cultural differences creating confusion in the workplace was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	23	9	0	0	32
	No	193	129	21	25	368
	No Answer	0	0	0	1	1
	Total	216	138	21	26	401

Table D36: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers Hiring New Canadians and International Workers may Create Tension in their Workforce as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, the fact that hiring New Canadians and international workers might generate tensions within our workforce was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	28	4	0	0	32
	No	211	114	10	33	368
	No Answer	1	0	0	0	1
	Total	240	118	10	33	401

Table D37: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers Hiring New Canadians and International Workers may make it Difficult to Sell their Products Locally as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, the fact that hiring New Canadians and international workers might make it difficult to sell our own products locally was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	27	3	0	2	32
	No	278	37	4	49	368
	No Answer	1	0	0	0	1
	Total	306	40	4	51	401

Table D38: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers New Canadians and International Workers may Require Additional Training Costs as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, the fact that hiring New Canadians and international workers might require incurring additional training costs was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	21	10	1	0	32
	No	105	198	38	27	368
	No Answer	0	1	0	0	1
	Total	126	209	39	27	401

Table D39: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers New Canadians and International Workers may have Difficulty Working in a Team Environment as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, the fact that New Canadians and international workers might have difficulty working in a team environment was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	24	4	1	3	32
	No	154	33	7	174	368
	No Answer	0	0	0	1	1
	Total	178	37	8	178	401

Table D40: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers That New Canadians and International Workers not being Familiar with Canadian Business and Work Practices as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, the fact that New Canadians and international workers are unfamiliar with Canadian business and work practices was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	13	16	1	2	32
	No	82	143	24	119	368
	No Answer	0	0	0	1	1
	Total	95	159	25	122	401

Table D41: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Considers New Canadians and International Workers having Unreliable Credentials Acts as a Barrier to Integrating New Canadians and International Workers into the Workplace

		With respect to the challenges that my company faced in integrating New Canadians and international workers into the workplace, the fact that New Canadians and international workers have unreliable credentials was				
		Not Important	Important	Very Important	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	22	6	1	3	32
	No	132	66	11	159	368
	No Answer	1	0	0	0	1
	Total	155	72	12	162	401

Employer's Opinions about New Canadian and International Workers

The Respondents were asked a series of questions about their role in the worker place. Tables D42 through D53. . Typically, the results suggest that there is no statistical difference regarding attitudes between firms the hire New Canadians and those that don't however there are a few differences. The key findings are:

- ❖ From Table D42 here is a disproportionate response by those firms who hire New Canadians and feel that multicultural workforce enhances creativity in the workplace in some categories. Significant difference in the three categories - Strongly Disagree - Moderately Agree and Strong Agree. However if you combine the 5 categories into 2 (disagree/agree) the difference between the two groups is small – 94% agree (firms that HNC) vs 91% (firms that don't). Both groups agree that a multicultural workforce enhances creativity in the workplace
- ❖ Both groups disagree with the statement that –“New Canadians and international workers take jobs away from Newfoundlanders and Labradorians”. However, 77 % of those that HNC disagree whereas 56% of those firms that don't HNC disagree (See Table D43).
- ❖ Both groups agree with the statement – “Having employees from other countries can improve export opportunities (because of linkages with their country of origin) (See Table D44).
- ❖ There is no statistical difference in behavior between those firms that hire New Canadians and international workers and those firms that don't with respect to assessing the qualifications and training of New Canadians and international workers. However if you combine the 4 categories into 2 (disagree/agree) then there is difference between the two groups– 59% disagree (firms that HNC) vs 38% that disagree(firms that don't)(See Table D45)
- ❖ There is a difference in opinion between the two groups. Only 35% of firms that hire New Canadians agree that employees should have Canadian experience before they are hired. A majority of the firms (55%) that don't hire New Canadians agree that employees should have Canadian experience before they are hired(See Table D46)
- ❖ Both groups agree that it is too difficult and expensive to recruit workers outside of Canada. (68% of firms that HNC agree and 81% of firms that don't HNC agree (See Table D47)
- ❖ There is disagreement with respect to the difficulty and expense of recruiting workers outside of the province - 72 % of the firms that don't HNC agree compared to 48% of the firms that HNC disagree. There is a statistical difference between the two groups. (See Table D48)
- ❖ Both groups believe that Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years. (94% are firms that HNC and 81% are firms that don't) (See Table D49)

- ❖ Both groups disagree with the statement – “New Canadians and international workers are more productive and harder working than local workers”(79% of the firms disagree) (See Table D50)
- ❖ Both groups agree with the statement - :New Canadians and international workers have a good work ethic”(90% of all firms agree)(See Table D51)
- ❖ Both groups agree with the statement –“ New Canadians and international workers will leave for another part of the country.” However there is a difference, 88% of firms that don't HNC agree but only 65% of the firms that HNC agree. (See Table D52)
- ❖ There is disagreement with respect to the statement – “New Canadians and international workers will work for less pay than local workers” (80% of firms that HNC disagree but only 49% of firms that don't HNC disagree) (See Table D53)

Table D42: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that a Multicultural Workforce Enhances Creativity in the Workplace

		A multicultural workforce enhances creativity in the workplace.						
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	0	2	6	17	6	1	32
	No	1	28	23	254	20	42	368
	No Answer	0	0	0	0	0	1	1
	Total	1	30	29	271	26	44	401

Table D43: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that New Canadians and International Workers Take Jobs Away from Newfoundlanders and Labradorians

		New Canadians and international workers take jobs away from Newfoundlanders and Labradorians.						
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	3	21	6	1	0	1	32
	No	8	192	57	87	10	14	368
	No Answer	0	0	0	0	0	1	1
	Total	11	213	63	88	10	16	401

Table D44 Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees having employees from other countries can improve export opportunities

		Having employees from other countries can improve export opportunities (because of linkages with their country of origin). Do you...						Total
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
In the last five years, have you hired New Canadians or international workers?	Yes	0	7	3	11	4	7	32
	No	2	73	55	163	10	65	368
	No Answer	0	0	0	0	0	1	1
	Total	2	80	58	174	14	73	401

Table D45 Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against the difficulty accessing the qualifications of New Canadians

		It is difficult to assess the qualifications and training of New Canadians and international workers. Do you...					Total
		Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
In the last five years, have you hired New Canadians or international workers?	Yes	19	6	7	0	0	32
	No	101	38	127	2	100	368
	No Answer	0	0	0	0	1	1
	Total	120	44	134	2	101	401

Table D46: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that it is Important for their Employees to have Canadian Experience Before the Firm Could Hire them

		It is important for my employees to have Canadian experience before I would hire them.						
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	1	19	5	4	2	1	32
	No	1	149	37	142	8	31	368
	No Answer	0	0	0	0	0	1	1
	Total	2	168	42	146	10	33	401

Table D47: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that it is Too Difficult and Expensive to Recruit Workers Outside of Canada

		It is too difficult and expensive to recruit workers outside of Canada.						
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	0	9	4	13	2	4	32
	No	2	48	17	193	7	101	368
	No Answer	0	0	0	0	0	1	1
	Total	2	57	21	206	9	106	401

Table D48: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that it is Too Difficult and Expensive to Recruit Workers Outside of Canada

		It is too difficult and expensive to recruit workers outside of the province. Do you...						
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	Total
In the last five years, have you hired New Canadians or international workers?	Yes	0	15	6	6	2	3	32
	No	2	77	31	168	2	88	368
	No Answer	0	0	0	0	0	1	1
	Total	2	92	37	174	4	92	401

Table D49: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that Newfoundland and Labrador will face a Shortage of Skilled Labour in the Next 10 and 20 Years

		Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years.						
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	Total
In the last five years, my company has hired New Canadians or international workers.	Yes	0	2	2	20	7	1	32
	No	1	64	22	199	64	18	368
	No Answer	0	0	1	0	0	0	1
	Total	1	66	25	219	71	19	401

Table D50: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that New Canadian and International Workers are More Productive and Harder Working than Local Workers

		New Canadians and international workers are more productive and harder working than local workers.						Total
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
In the last five years, my company has hired New Canadians or international workers.	Yes	0	21	3	5	1	2	32
	No	12	217	24	30	2	83	368
	No Answer	0	0	0	0	0	1	1
	Total	12	238	27	35	3	86	401

Table D51: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that New Canadians and International Workers have a Good Work Ethic

		New Canadians and international workers have a good work ethic.						Total
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
In the last five years, my company has hired New Canadians or international workers.	Yes	1	5	22	3	1	32	1
	No	19	46	115	0	188	368	19
	No Answer	0	0	0	0	1	1	0
	Total	20	51	137	3	190	401	20

Table D52: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that New Canadians and International Workers will Leave for Another Part of the Country within a Short Period of Time

		New Canadians and international workers will leave for another part of the country within a short period of time.						Total
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
In the last five years, my company has hired New Canadians or international workers.	Yes	9	6	11	0	6	32	9
	No	33	52	175	8	100	368	33
	No Answer	0	0	0	0	1	1	0
	Total	42	58	186	8	107	401	42

Table D53: Cross Tabulation for Whether the Business Hired New Canadians or International Workers in the Last Five Years Against Whether the Firm Agrees that New Canadians and International Workers will Work for Less Pay than Local Workers

		New Canadians and international workers will work for less pay than local workers.						Total
		Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
In the last five years, my company has hired New Canadians or international workers.	Yes	1	23	2	4	0	2	32
	No	0	134	54	75	6	99	368
	No Answer	0	0	0	0	0	1	1
	Total	1	157	56	79	6	102	401

Appendix E - Statistical Analysis – Technical Explanation

Methodology

Step One – Establish a Statistical Relationship.

Cross tabulations were performed on the relevant responses to the survey in order to identify possible relationships between variables. The cross tabulation procedure forms two-way and multi-way tables that allows for a variety of tests to determine statistical association between the variables. The statistical test depends on the nature of the data. For example, with continuous data, relationships between variables can be identified by correlation analysis. However, the data produced from the survey was counts of categorical responses. The cross tabulation procedure allows for a Chi-Square test for homogeneity of proportions. Consider the following example that examines the relationship between those respondents that answered yes and no to questions 11b and 13a.

	Does your firm have an explicit Human Resource Strategy?		
Have you hire New Canadians?	YES	NO	Total
YES	15	17	32
NO	73	287	360
Total	88	304	392

Expected Frequencies			
	Does your firm have an explicit Human Resource Strategy?		
Have you hire New Canadians?	YES	NO	Total
YES	7	25	32
NO	81	279	360
Total	88	304	392

Actual Proportions		Does your firm have an explicit Human Resource Strategy?	
Hire NC		YES	NO
YES	17.05%	5.59%	
NO	82.95%	94.41%	

Expected Proportions		Does your firm have an explicit Human Resource Strategy?	
Hire NC		YES	NO
YES	8.16%	8.16%	
NO	91.84%	91.84%	

Data		Results	
Level of Significance	0.01	Critical Value	6.634891
Number of Rows	2	Chi-Square Test Statistic	11.94139
Number of Columns	2	p-Value	0.000549
Degrees of Freedom	1	Reject the null hypothesis	

The null hypothesis is that there is no difference in the two population proportions, that is, the proportion of yes responses is equal for each group. The test result shows that there is evidence of a disproportionate response by those firms who hire New Canadians and have an explicit human resource strategy. If the two groups were similar you would expect 8% of the firms who hire New Canadians and international workers to answer yes to both questions - the actual was 17%.

Step Two: Identifying the Nature of the Relationship Using a Logistic Model

The likelihood that firms hire New Canadians and international workers is modeled as classification problem where the characteristics of those who hire New Canadians and international workers are separated from those who don't. The dependent variable is binary and recorded as 1 if you answer yes to the question - In the last five years, have you hired New Canadians and international workers? - and 0 if the answer is no.

A logistic model is used to model the binary decision of hiring New Canadians and international workers. Consider the following:

$$\Pr(Y = 1 | Z) = \frac{e^Z}{1 + e^Z}$$

where $Y = 1$ is yes to the question and Z is a vector explanatory variables. The probability of hiring New Canadians and international workers use can be written as:

$$\Pr(HNC) = \frac{1}{1 + e^{-Z}}$$

The vector of explanatory variables (Z) are the variables identified in Step One above. The likelihood or odds of hiring New Canadians and international workers can be calculated as the probability of hiring divided by the probability of not hiring. This approach allows for the calculation of the odds ratio that can be used to measure how important the explanatory variables are to the hiring process. For example, the estimated odds ratio for the those firms that hire New Canadians and international workers and those who have an explicit human resource strategy is 3.5 (See Table __). That is, firms that have an explicit human resource strategy are 3.5 times more likely to hire New Canadians and international workers.

Appendix F – Frequency Tables – Key Informant Survey

Table F1: Location of your business?

Community	#	%
Carbonear	1	5.9%
Harbour Grace	1	5.9%
Paradise	1	5.9%
Province Wide	1	5.9%
St. Anthony	1	5.9%
St. John's	10	58.8%
St. John's Grand Falls	1	5.9%
Whitbourne	1	5.9%
Total	17	100.0%

Table F2: How long has your business been in operation?

	N	%
10-14 Years	3	17.6%
15-19 Years	1	5.9%
20-24 Years	1	5.9%
25 Years or More	12	70.6%
Total	17	100.0%

Table F3. How many full-time equivalent employees does your company employ?

	N	%
5-10	1	5.9%
11-20	1	5.9%
21-50	3	17.6%
51-100	3	17.6%
101-500	5	29.4%
500+	4	23.5%
Total	17	100.0%

Table F4. What type of business is your firm engaged in?

	N	%
Agriculture, Forestry, Fishing and Hunting	1	5.9%
Mining and Oil and Gas Extraction	3	17.6%
Utilities	1	5.9%
Construction	1	5.9%
Manufacturing	2	11.8%
Retail Trade	2	11.8%
Transportation and Warehousing	2	11.8%
Professional, Scientific and Technical Services	1	5.9%
Management of Companies and Enterprises	1	5.9%
Educational Services	1	5.9%
Health Care and Social Assistance	2	11.8%
Total	17	100.0%

Table F5. Are you the person responsible for hiring new employees or the person responsible for Human Resources for your firm?

	N	%
Yes	15	88.2%
No	2	11.8%
Total	17	100.0%

Table F6. What is highest level of formal education you have completed?

	N	%
University degree	13	76.5%
Trade school/community college	4	23.5%
Total	17	100.0%

Table F7. What percentage of your sales is oriented toward the local Newfoundland and Labrador market?

	N	%
100% Local	8	47.1%
76-99% local	4	23.5%
51-75% local	1	5.9%
26-50% local	1	5.9%
1-25% local	2	11.8%
0% local	1	5.9%
Total	17	100.0%

Table F8: In the last five years, my sales have...

	N	%
Declined	1	5.9%
Unchanged	5	29.4%
Increased	8	47.1%
No Answer	3	17.6%
Total	17	100.0%

Table F9: In the next five years, I expect that my sales will have...

	N	%
Declined	6	35.3%
Unchanged	6	35.3%
Increased	4	23.5%
No Answer	1	5.9%
Total	17	100.0%

Table F10: In the last five years, the number of employees in my firm has...

	N	%
Unchanged	1	5.9%
Increased	13	76.5%
No Answer	3	17.6%
Total	17	100.0%

Table F11: In the next five years, I expect that the number of employees in my firm will have...

	N	%
Declined	5	29.4%
Unchanged	6	35.3%
Increased	5	29.4%
No Answer	1	5.9%
Total	17	100.0%

Table F12: In the last five years, has your company had difficulty attracting Skilled workers?

	N	%
Yes	11	64.7%
No	6	35.3%
Total	17	100.0%

Table F13: In the last five years, my company has had difficulty attracting skilled workers because

Global shortage of highly trained health care workers
No permanent work
No qualified workers
Not Available
Lack of rigs – hard to get experienced people

Table F14: In the last five years, has your company had difficulty attracting Semi-skilled workers?

	N	%
Yes	8	47.1%
No	9	52.9%
Total	17	100.0%

Table F15: In the last five years, my company has had difficulty attracting semi-skilled workers because

No permanent work
No qualified workers
Looking for one type of worker
Not many factories
Not Available

Table F16: In the last five years, has your company had difficulty attracting Unskilled workers?

	N	%
Yes	1	5.9%
No	15	88.2%
No Answer	1	5.9%
Total	17	100.0%

Table F17: In the last five years, my company has had difficulty attracting unskilled workers because

No answer given

Table F18: In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Skilled workers?

	N	%
Yes	12	70.6%
No	5	29.4%
Total	17	100.0%

Table F19: In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Semi-skilled workers?

	N	%
Yes	8	47.1%
No	9	52.9%
Total	17	100.0%

Table F20: In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Unskilled workers?

	N	%
Yes	4	23.5%
No	12	70.6%
No Answer	1	5.9%
Total	17	100.0%

Table F21: In the last five years, have you hired workers from other provinces?

	N	%
Yes	13	76.5%
No	4	23.5%
Total	17	100.0%

Table F22: In the last five years, have you hired New Canadians or international workers?

	N	%
Yes	12	70.6%
No	5	29.4%
Total	17	100.0%

Table F23: What percentage of your workforce are New Canadians or international workers?

	N	%
1-5	7	41.2%
10.00	2	11.8%
25.00	1	5.9%
No Answer	7	41.2%
Total	17	100.0%

Table F24: Has your company received applications from New Canadians or international workers?

	N	%
Yes	2	11.8%
No	6	35.3%
No Answer	9	52.9%
Total	17	100.0%

Table F25: Has your experience with New Canadians and international workers been positive?

	N	%
Yes	9	52.9%
No	2	11.8%
No Answer	6	35.3%
Total	17	100.0%

Table F26: Which of the following options do you see as ways to address your future workplace needs. Are you planning to Upgrade the skills or your current employees?

	N	%
Yes	16	94.1%
No	1	5.9%
Total	17	100.0%

Table F27: Are you planning to Implement measures to increase retention of current employees?

	N	%
Yes	14	82.4%
No	3	17.6%
Total	17	100.0%

Table F28: Are you planning to Employ more young people?

	N	%
Yes	14	82.4%
No	3	17.6%
Total	17	100.0%

Table F29: Are you planning to Employ more workers from other provinces?

	N	%
Yes	8	47.1%
No	7	41.2%
No Answer	2	11.8%
Total	17	100.0%

**Table F30: Are you planning to
Employ more New Canadians and
international workers?**

	N	%
Yes	8	47.1%
No	6	35.3%
No Answer	3	17.6%
Total	17	100.0%

**Table F31: Are you planning to Relocate
work to fulfill needs?**

	N	%
Yes	7	41.2%
No	9	52.9%
No Answer	1	5.9%
Total	17	100.0%

**Table F32: Are you planning to
Attract workers from other firms
and organizations?**

	N	%
Yes	10	58.8%
No	5	29.4%
No Answer	2	11.8%
Total	17	100.0%

**Table F33: To address our future workplace needs,
our company is planning to**

Purchased products from other countries

**Table F34: Does your
company have an explicit
Human Resource Strategy?**

	N	%
Yes	9	52.9%
No	8	47.1%
Total	17	100.0%

**Table F35: Does your
company support cultural
diversity as an employment
policy?**

	N	%
Yes	15	88.2%
No	2	11.8%
Total	17	100.0%

Table F36: Do you recruit New Canadians and international workers from the local market or do you engage in international recruitment?

	N	%
Local	8	47.1%
International	1	5.9%
Both	7	41.2%
No Answer	1	5.9%
Total	17	100.0%

Table F37: Has your community had trouble attracting medical personnel (i.e. family doctors) in the last five years?

	N	%
Yes	7	41.2%
No	4	23.5%
No Answer	6	35.3%
Total	17	100.0%

Table F38: Does your company have language training for employees from other countries?

	N	%
Yes	2	11.8%
No	15	88.2%
Total	17	100.0%

Table F39: Would your company be willing to offer in-house language training for employees?

	N	%
Yes	7	41.2%
No	6	35.3%
No Answer	4	23.5%
Total	17	100.0%

Table F40: Would your company be willing to pay for off-site language training for employees?

	N	%
Yes	9	52.9%
No	7	41.2%
No Answer	1	5.9%
Total	17	100.0%

Table F41: Would your company be willing to hire New Canadians and international workers if there were incentives?

	N	%
Yes	14	82.4%
No	1	5.9%
No Answer	2	11.8%
Total	17	100.0%

Table F42: For the next series of questions, please indicate whether or not you agree or disagree with each statement. A multicultural workforce enhances creativity in the workplace. Do you...

	N	%
Disagree	1	5.9%
Agree	13	76.5%
Strongly Agree	3	17.6%
Total	17	100.0%

Table F43: New Canadians and international workers take jobs away from Newfoundlanders and Labradorians. Do you...

	N	%
Strongly Disagree	2	11.8%
Disagree	11	64.7%
Moderately Agree	3	17.6%
Strongly Agree	1	5.9%
Total	17	100.0%

Table F44: Having employees from other countries can improve export opportunities (because of linkages with their country of origin). Do you...

	N	%
Strongly Disagree	1	5.9%
Disagree	2	11.8%
Moderately Agree	3	17.6%
Agree	7	41.2%
Strongly Agree	3	17.6%
No Answer	1	5.9%
Total	17	100.0%

Table F45: It is difficult to assess the qualifications and training of New Canadians and international workers.

Do you...

	N	%
Strongly Disagree	1	5.9%
Disagree	5	29.4%
Moderately Agree	3	17.6%
Agree	7	41.2%
Strongly Agree	1	5.9%
Total	17	100.0%

Table F46: It is important for my employees to have Canadian experience before I would hire them. Do you...

	N	%
Disagree	8	47.1%
Moderately Agree	4	23.5%
Agree	2	11.8%
Strongly Agree	3	17.6%
Total	17	100.0%

Table F47: It is too difficult and expensive to recruit workers outside of Canada. Do you...

	N	%
Strongly Disagree	1	5.9%
Disagree	3	17.6%
Moderately Agree	7	41.2%
Agree	4	23.5%
Strongly Agree	2	11.8%
Total	17	100.0%

Table F48: It is too difficult and expensive to recruit workers outside of the province. Do you...

	N	%
Strongly Disagree	1	5.9%
Disagree	6	35.3%
Moderately Agree	6	35.3%
Agree	2	11.8%
Strongly Agree	1	5.9%
No Answer	1	5.9%
Total	17	100.0%

**Table F49: Newfoundland and Labrador
will face a shortage of skilled labour in the
next 10 to 20 years. Do you...**

	N	%
Disagree	1	5.9%
Moderately Agree	1	5.9%
Agree	9	52.9%
Strongly Agree	6	35.3%
Total	17	100.0%

**Table F50: New Canadians and
international workers are more productive
and harder working than local workers.
Do you...**

	N	%
Strongly Disagree	6	35.3%
Disagree	7	41.2%
Moderately Agree	3	17.6%
No Answer	1	5.9%
Total	17	100.0%

**Table F51: New Canadians and
international workers have a good work
ethic. Do you...**

	N	%
Strongly Disagree	1	5.9%
Moderately Agree	9	52.9%
Agree	5	29.4%
No Answer	2	11.8%
Total	17	100.0%

**Table F52: New Canadians and
international workers will leave for
another part of the country within a
short period of time. Do you...**

	N	%
Disagree	3	17.6%
Moderately Agree	7	41.2%
Agree	5	29.4%
Strongly Agree	1	5.9%
No Answer	1	5.9%
Total	17	100.0%

Table F53: New Canadians and international workers will work for less pay than local workers. Do you...

	N	%
Strongly Disagree	3	17.6%
Disagree	7	41.2%
Moderately Agree	3	17.6%
Agree	1	5.9%
Strongly Agree	1	5.9%
No Answer	2	11.8%
Total	17	100.0%

Table F54: What challenges if any did your company face or might your company face in integrating New Canadians and international workers into the workplace? Language differences make it difficult to communicate

	N	%
Not Important	6	35.3%
Important	7	41.2%
Very Important	4	23.5%
Total	17	100.0%

Table F55: Cultural differences create confusion in the workplace. Is this...

	N	%
Not Important	12	70.6%
Important	4	23.5%
Very Important	1	5.9%
Total	17	100.0%

Table F56: Hiring New Canadians and international workers will generate tensions within our workforce. Is this..

	N	%
Not Important	13	76.5%
Important	3	17.6%
Very Important	1	5.9%
Total	17	100.0%

Table F57: Hiring New Canadians and international workers will make it difficult to sell our own products locally. Is this..

	N	%
Not Important	14	82.4%
Very Important	1	5.9%
No Answer	2	11.8%
Total	17	100.0%

Table F58: Hiring New Canadians and international workers will require incurring additional training costs. Is this... .

	N	%
Not Important	7	41.2%
Important	9	52.9%
Very Important	1	5.9%
Total	17	100.0%

Table F59: New Canadians and international workers have difficulty working in a team environment. Is this...

	N	%
Not Important	10	58.8%
Important	6	35.3%
Very Important	1	5.9%
Total	17	100.0%

Table F60: New Canadians and international workers are unfamiliar with Canadian business and work practices. Is this...

	N	%
Not Important	6	35.3%
Important	9	52.9%
Very Important	2	11.8%
Total	17	100.0%

Table F61: New Canadians and international workers have unreliable credentials. Is this...

	N	%
Not Important	12	70.6%
Important	3	17.6%
No Answer	2	11.8%
Total	17	100.0%

Table F62: Other Challenges that your company faces or might face in integrating New Canadians into the workplace.

None Suggested

Table F63: Are you aware of programs that either the Provincial or Federal government has in place to assist New Canadians integrate into the local labour force?

	N	%
Yes	4	23.5%
No	13	76.5%
Total	17	100.0%

Table F64: Do you think the Government should Implement new programs to improve language training for New Canadians and international workers, especially occupation-specific language training.

	N	%
Yes	16	94.1%
No	1	5.9%
Total	17	100.0%

Table F65: Do you think the Government should Promote and create programs to encourage cultural understanding

	N	%
Yes	13	76.5%
No	4	23.5%
Total	17	100.0%

Table F66: Do you think the Government should Promote existing and create new services to enhance credential recognition services for immigrants.

	N	%
Yes	14	82.4%
No	3	17.6%
Total	17	100.0%

Table F67: Do you think the Government should Provide more occupational information and services to New Canadians and international workers prior to their arrival?

	N	%
Yes	14	82.4%
No	2	11.8%
No Answer	1	5.9%
Total	17	100.0%

Table F68: The most positive things about hiring New Canadians and international workers are:

Skill set.
Multicultural experiences / culture of new ideas.
Productivity
Provides university with required credentials and experience not otherwise obtained.
Enriches the University as a place of diverse thought and creativity.
Strengthens the University's ability to think and plan on an international scale.
Only chance to fill a vacancy.
Fill some specific highly skilled areas.
They promote the multicultural nature of our organization
Availability.
Willing to relocate.
Positive Attitude
Varied experience.
New Skills.
New set of Client Contacts
Skills.
Set and communications.
Diversity.
More qualified in oil industry
Work ethic
Skill set and education.
Experience
They bring their unique experience to the workplace.
Provides alternate way of doing things.
Encourages diversity.
Strong work ethic.
Adds cultural diversity within company
Highly skilled.
Motivated.
Foreign market accessibility
Must be able to communicate.
Training and qualifications.
Ability to be a team player.
Work experience.
New ideas.
Multicultural work environment

Table F69: The most negative things about hiring New Canadians and international workers are:

Communication difficulties.
Expensive to relocate to NL.
May move to central/larger areas in future.
They are quite transient, coming to us to gain entry to Canada and then moving on once they are established.
Communication is sometimes an issue between patients and international workers.
Cultural differences.
Language differences.
Employee expectations.
Recruitment is difficult because of location of province.
Canadian first because of the Federal Government requirement
How people view the individual would be a consideration
Obtaining validation for them to work in the country.

Table F69: The most negative things about hiring New Canadians and international workers are:

Language barrier.
Desire to relocate
Language barrier can be a problem.
Experience may not be an asset
Language barriers.
Co-workers may not accept New Canadians causing tension in the workplace.
Language skills on a social level
Communication
Learning Curve
Training

Appendix G
Firms that Hire New Canadians
Cross Tabulations Between Key Informant Firms and Firms from the Random Sample

Table G1: Cross Tabulations Between Firms that Hire New Canadians and Sales in the Last Five Year

Firms that hire New Canadians	In the last five years, my sales have...				Total
	Declined	Unchanged	Increased	No Answer	
Key Informant	0	2	7	3	12
Random Sample	2	7	22	1	32
Total	2	9	29	4	44

Table G2: Cross Tabulations Between Firms that Hire New Canadians and Employees in the Last Five Year

Firms that hire New Canadians	In the last five years, the number of employees in my firm has...				Total
	Declined	Unchanged	Increased	No Answer	
Key Informant	0	0	9	3	12
Random Sample	3	11	18	0	32
Total	3	11	27	3	44

Table G3: Cross Tabulations Between Firms that Hire New Canadians and Sales in the Next Five Year

Firms that hire New Canadians	In the next five years, I expect that my sales will have...				Total
	Declined	Unchanged	Increased	No Answer	
Key Informant	3	5	3	1	12
Random Sample	1	5	25	1	32
Total	4	10	28	2	44

**Table G4: Cross Tabulations Between Firms that Hire New Canadians
and Employees in the Next Five Year**

Firms that hire New Canadians	Count In the next five years, I expect that the number of employees in my firm will have...				Total
	Declined	Unchanged	Increased	No Answer	
Key Informant	3	4	4	1	12
Random Sample	1	7	24	0	32
Total	4	11	28	1	44

**Table G5: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company had Difficult Attracting Skilled Workers**

Firms that hire New Canadians	In the last five years, has your company had difficulty attracting Skilled workers?		Total
	Yes	No	
Key Informant	9	3	12
Random Sample	23	9	32
Total	32	12	44

**Table G6: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company had Difficult Attracting Semi-skilled Workers**

Firms that hire New Canadians	In the last five years, has your company had difficulty attracting Semi-skilled workers?		Total
	Yes	No	
Key Informant	7	5	12
Random Sample	4	28	32
Total	11	33	44

**Table G7: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company had Difficult Attracting Unskilled Workers**

Firms that hire New Canadians	In the last five years, has your company had difficulty attracting Unskilled workers?			Total
	Yes	No	No Answer	
Key Informant	1	10	1	12
Random Sample	2	30	0	32
Total	3	40	1	44

**Table G8: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company was Aware of Other having Difficult Attracting Skilled
Workers**

Firms that hire New Canadians	In the last five years, are you aware of any other company or organization in your area that has had difficulty attracting Skilled workers?		Total
	Yes	No	
Key Informant	9	3	12
Random Sample	21	11	32
Total	30	14	44

**Table G9: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Hired Workers from Other Provinces**

Firms that hire New Canadians	In the last five years, have you hired workers from other provinces?			Total
	Yes	No	No Answer	
Key Informant	10	2	0	12
Random Sample	23	8	1	32
Total	33	10	1	44

**Table G10: Cross Tabulations Between Firms that Hire New Canadians
and Whether Experience with New Canadians was Positive**

Firms that hire New Canadians	Has your experience with New Canadians and international workers been positive?			Total
	Yes	No	No Answer	
Key Informant	9	2	1	12
Random Sample	31	1	0	32
Total	40	3	1	44

Table G11: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Planning to Upgrade Skills of Current Workers

	Which of the following options do you see as ways to address your future workplace needs. Are you planning to Upgrade the skills of your current employees?			Total
	Yes	No	No Answer	
Firms that hire New Canadians				
Key Informant	11	1	0	12
Random Sample	28	3	1	32
Total	39	4	1	44

Table G12: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Planning to Increase Retention of Current Workers

	Are you planning to Implement measures to increase retention of current employees?			Total
	Yes	No	No Answer	
Firms that hire New Canadians				
Key Informant	11	1	0	12
Random Sample	25	6	1	32
Total	36	7	1	44

Table G13: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Planning to Employ More Young People

	Are you planning to Employ more young people?			Total
	Yes	No	No Answer	
Firms that hire New Canadians				
Key Informant	10	2	0	12
Random Sample	24	5	3	32
Total	34	7	3	44

Table G14: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Planning to Workers from Other Provinces

	Are you planning to Employ more workers from other provinces?			Total
	Yes	No	No Answer	
Firms that hire New Canadians				
Key Informant	6	4	2	12
Random Sample	14	17	1	32
Total	20	21	3	44

Table G15: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Planning to Employ More New Canadians and International Workers

Firms that hire New Canadians	Are you planning to Employ more New Canadians and international workers?			Total
	Yes	No	No Answer	
Key Informant	6	3	3	12
Random Sample	16	13	3	32
Total	22	16	6	44

Table G16: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Planning to Relocate Work

Firms that hire New Canadians	Are you planning to Relocate work to fulfill needs?			Total
	Yes	No	No Answer	
I am a Key Informant	5	6	1	12
Random Sample	12	19	1	32
Total	17	25	2	44

Table G17: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Planning to Attract Workers from Other Firms

Firms that hire New Canadians	Are you planning to Attract workers from other firms and organizations?			Total
	Yes	No	No Answer	
Key Informant	6	4	2	12
Random Sample	14	16	2	32
Total	20	20	4	44

Table G18: Cross Tabulations Between Firms that Hire New Canadians and Whether Company has an Explicit Human Resource Strategy

Firms that hire New Canadians	Does your company have an explicit Human Resource Strategy?		Total
	Yes	No	
Key Informant	5	7	12
Random Sample	15	17	32
Total	20	24	44

Table G19: Cross Tabulations Between Firms that Hire New Canadians and Whether Company Supports Cultural Diversity as an Employment Policy

Firms that hire New Canadians	Does your company support cultural diversity as an employment policy?		Total
	Yes	No	
Key Informant	10	2	12
Random Sample	30	2	32
Total	40	4	44

Table G20: Cross Tabulations Between Firms that Hire New Canadians and Where Company Recruits Workers

Firms that hire New Canadians	Do you recruit New Canadians and international workers from the local market or do you engage in international recruitment?				Total
	Local	International	Both	No Answer	
Key Informant	4	1	6	1	12
Random Sample	20	6	3	1	30
Total	24	7	9	2	42

Table G21: Cross Tabulations Between Firms that Hire New Canadians and Whether Company Has Language Training

Firms that hire New Canadians	Does your company have language training for employees from other countries?			Total
	Yes	No	No Answer	
Key Informant	2	10	0	12
Random Sample	1	30	1	32
Total	3	40	1	44

Table G22: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Willing to Offer In-House Language Training

Firms that hire New Canadians	Would your company be willing to offer in-house language training for employees?			Total
	Yes	No	No Answer	
Key Informant	5	4	3	12
Random Sample	9	21	2	32
Total	14	25	5	44

Table G23: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Willing to Pay for Off-Site Language Training

Firms that hire New Canadians	Would your company be willing to pay for off-site language training for employees?			Total
	Yes	No	No Answer	
Key Informant	5	6	1	12
Random Sample	7	22	3	32
Total	12	28	4	44

Table G24: Cross Tabulations Between Firms that Hire New Canadians and Whether Company is Willing to Hire New Canadians and International Workers if there were Incentives

Firms that hire New Canadians	Would your company be willing to hire New Canadians and international workers if there were incentives?			Total
	Yes	No	No Answer	
Key Informant	10	1	1	12
Random Sample	26	2	4	32
Total	36	3	5	44

**Table G25: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that a Multicultural Workforce Enhances Creativity**

Firms that hire New Canadians	A multicultural workforce enhances creativity in the workplace. Do you...					Total
	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	1	0	8	3	0	12
I am part of the Random Sample	2	6	17	6	1	32
Total	3	6	25	9	1	44

**Table G26: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that New Canadians take Jobs Away from
Newfoundlanders and Labradorians**

Firms that hire New Canadians	New Canadians and international workers take jobs away from Newfoundlanders and Labradorians. Do you...						Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	2	7	2	0	1	0	12
Random Sample	3	21	6	1	0	1	32
Total	5	28	8	1	1	1	44

**Table G27: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that having Employees from Other Countries
Improves Export Opportunities**

Firms that hire New Canadians	Having employees from other countries can improve export opportunities (because of linkages with their country of origin). Do you...						Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	1	1	3	4	2	1	12
Random Sample	0	7	3	11	4	7	32
Total	1	8	6	15	6	8	44

**Table G28: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that it is Difficult to Assess the Qualifications and
Training of New Canadians and International Workers**

Firms that hire New Canadians	It is difficult to assess the qualifications and training of New Canadians and international workers. Do you...				Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	
Key Informant	1	5	2	4	12
Random Sample	0	19	6	7	32
Total	1	24	8	11	44

**Table G29: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that it is too Difficult and Expensive to Recruit
Outside of Canada**

Firms that hire New Canadians	It is too difficult and expensive to recruit workers outside of Canada. Do you...						Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	1	3	6	2	0	0	12
Random Sample	0	9	4	13	2	4	32
Total	1	12	10	15	2	4	44

**Table G30: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that it is too Difficult and Expensive to Recruit
Outside of the Province**

Firms that hire New Canadians	It is too difficult and expensive to recruit workers outside of the province. Do you...						Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	1	4	4	2	0	1	12
Random Sample	0	15	6	6	2	3	32
Total	1	19	10	8	2	4	44

**Table G31: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that Newfoundland and Labrador will Face a
Shortage of Skilled Labour Within 20 Years**

Firms that hire New Canadians	Newfoundland and Labrador will face a shortage of skilled labour in the next 10 to 20 years. Do you...					Total
	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	1	1	7	3	0	12
Random Sample	2	2	20	7	1	32
Total	3	3	27	10	1	44

**Table G32: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that New Canadians and International Workers are
More Productive than Local Workers**

Firms that hire New Canadians	New Canadians and international workers are more productive and harder working than local workers. Do you...						Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	6	3	2	0	0	1	12
Random Sample	0	21	3	5	1	2	32
Total	6	24	5	5	1	3	44

**Table G33: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that New Canadians and International Workers
have a Good Work Ethic**

Firms that hire New Canadians	New Canadians and international workers have a good work ethic. Do you...						Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	1	0	7	4	0	0	12
Random Sample	0	1	5	22	3	1	32
Total	1	1	12	26	3	1	44

**Table G34: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that New Canadians and International Workers will
Leave for Another Part of the Country in Short period of Time**

Firms that hire New Canadians	New Canadians and international workers will leave for another part of the country within a short period of time. Do you...					Total
	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	3	5	3	1	0	12
Random Sample	9	6	11	0	6	32
Total	12	11	14	1	6	44

**Table G35: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that New Canadians and International Workers will
Work for Less Pay**

Firms that hire New Canadians	New Canadians and international workers will work for less pay than local workers. Do you...						Total
	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	No Answer	
Key Informant	3	6	1	0	1	1	12
Random Sample	1	23	2	4	0	2	32
Total	4	29	3	4	1	3	44

**Table G36: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that Hiring New Canadians and International
Workers will Generate Tensions in the Workplace**

Firms that hire New Canadians	Hiring New Canadians and international workers will generate tensions within our workforce. Is this..		Total
	Not Important	Important	
Key Informant	10	2	12
Random Sample	28	4	32
Total	38	6	44

**Table G37: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that Hiring New Canadians and International
Workers will make it Difficult to Sell Products Locally**

Firms that hire New Canadians	Hiring New Canadians and international workers will make it difficult to sell our own products locally. Is this..			Total
	Not Important	Important	No Answer	
Key Informant	11	0	1	12
Random Sample	27	3	2	32
Total	38	3	3	44

**Table G38: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that Hiring New Canadians and International
Workers will Require Additional Training Costs**

Firms that hire New Canadians	Hiring New Canadians and international workers will require incurring additional training costs. Is this...			Total
	Not Important	Important	Very Important	
Key Informant	6	5	1	12
Random Sample	21	10	1	32
Total	27	15	2	44

**Table G39: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that New Canadians and International Workers
have Difficulty Working in a Team Environment**

Firms that hire New Canadians	New Canadians and international workers have difficulty working in a team environment. Is this...				Total
	Not Important	Important	Very Important	No Answer	
Key Informant	7	4	1	0	12
Random Sample	24	4	1	3	32
Total	31	8	2	3	44

**Table G40: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that Hiring New Canadians and International
Workers will Involve Communication Problems because of Language Differences**

Firms that hire New Canadians	Language differences make it difficult to communicate Is this			Total
	Not Important	Important	Very Important	
Key Informant	5	3	4	12
Random Sample	9	15	8	32
Total	14	18	12	44

**Table G41: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that Hiring New Canadians and International
Workers will Create Confusion because of Cultural Differences**

Firms that hire New Canadians	Cultural differences create confusion in the workplace. Is this...			Total
	Not Important	Important	Very Important	
Key Informant	9	2	1	12
Random Sample	23	9	0	32
Total	32	11	1	44

**Table G42: Cross Tabulations Between Firms that Hire New Canadians
and Whether Company Agrees that New Canadians and International Workers
have Unreliable Credentials**

Firms that hire New Canadians	New Canadians and international workers have unreliable credentials. Is this...				Total
	Not Important	Important	Very Important	No Answer	
Key Informant	8	2	0	2	12
Random Sample	22	6	1	3	32
Total	30	8	1	5	44

**Table G43: Cross Tabulations Between Firms that Hire New Canadians
and Whether they are Aware of Federal and Provincial Government Programs to
Assist New Canadians**

Firms that hire New Canadians	Are you aware of programs that either the Provincial or Federal government has in place to assist New Canadians integrate into the local labour force?		Total
	Yes	No	
Key Informant	3	9	12
Random Sample	4	28	32
Total	7	37	44

**Table G44: Cross Tabulations Between Firms that Hire New Canadians
and Whether they feel That Government Should Implement New Programs to
Improve Language Training**

	Do you think the Government should Implement new programs to improve language training for New Canadians and international workers, especially occupation-specific language training.			Total
	Yes	No	No Answer	
Firms that hire New Canadians				
Key Informant	11	1	0	12
Random Sample	24	5	3	32
Total	35	6	3	44

**Table G45: Cross Tabulations Between Firms that Hire New Canadians
and Whether they feel That Government Should Promote and Create Programs to
Encourage Cultural Understanding**

	Do you think the Government should Promote and create programs to encourage cultural understanding			Total
	Yes	No	No Answer	
Firms that hire New Canadians				
Key Informant	10	2	0	12
Random Sample	25	6	1	32
Total	35	8	1	44

**Table G46: Cross Tabulations Between Firms that Hire New Canadians
and Whether they feel That Government Should Promote Existing and Create New
Services to Enhance Credential Recognition**

	Do you think the Government should Promote existing and create new services to enhance credential recognition services for immigrants.			Total
	Yes	No	No Answer	
Firms that hire New Canadians				
Key Informant	11	1	0	12
Random Sample	25	6	1	32
Total	36	7	1	44

Table G47: Cross Tabulations Between Firms that Hire New Canadians and Whether they feel That Government Should Provide More Occupational Information to New Canadians and International Workers before their Arrival

Firms that hire New Canadians	Do you think the Government should Provide more occupational information and services to New Canadians and international workers prior to their arrival?			Total
	Yes	No	No Answer	
Key Informant	11	0	1	12
Random Sample	24	7	1	32
Total	35	7	2	44

Appendix H

Cross Tabulations for St. John's in Isolation

Table H1

Location * In the last five years, has your company had difficulty attracting Skilled workers?
Cross Tabulations

		In the last five years, has your company had difficulty attracting Skilled workers?			Total
		Yes	No	No Answer	
Location	St. John's	29	65	1	95
	Other	92	206	8	306
Total		121	271	9	401

Table H2

Location * In the last five years, have you hired New Canadians or international workers?
Cross Tabulations

		In the last five years, have you hired New Canadians or international workers?			Total
		Yes	No	No Answer	
Location	St. John's	20	74	1	95
	Other	12	294	0	306
Total		32	368	1	401

Table H3

Location * Are you planning to Employ more New Canadians and international workers?
Cross Tabulations

		Are you planning to Employ more New Canadians and international workers?			Total
		Yes	No	No Answer	
Location	St. John's	23	57	15	95
	Other	57	224	25	306
Total		80	281	40	401

Table H4
Location * Does your company have an explicit Human Resource Strategy?
Cross Tabulations

		Does your company have an explicit Human Resource Strategy?			Total
		Yes	No	No Answer	
Location	St. John's	35	59	1	95
	Other	53	246	7	306
Total		88	305	8	401

Table H5
Location * Does your company support cultural diversity as an employment policy? Cross
Tabulations

		Does your company support cultural diversity as an employment policy?			Total
		Yes	No	No Answer	
Location	St. John's	80	12	3	95
	Other	235	57	14	306
Total		315	69	17	401

Table H6
Location * Do you recruit New Canadians and international workers from the local market or do
you engage in international recruitment? Cross Tabulations

		Do you recruit New Canadians and international workers from the local market or do you engage in international recruitment?				Total
		Local	International	Both	No Answer	
Location	St. John's	53	4	4	22	83
	Other	135	6	6	103	250
Total		188	10	10	125	333